

January 14 1993
r strike



Iraq
No retreat and
no advance
Page 11



Mitterrand
Beginning of
the end
Page 2



Braer aftermath
The legacy of
pollution
Page 6

Tomorrow's Weekend FT
Russian arts perform a
dance of death



FT NEWSPAPER
of the YEAR

FINANCIAL TIMES

Europe's Business Newspaper

FRIDAY JANUARY 15 1993

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Aircraft carrier to protect British troops in Bosnia

The UK government is to send the aircraft carrier Ark Royal, two frigates and three support ships to protect - and if necessary evacuate - British soldiers in Bosnia-Herzegovina. Defence Secretary Malcolm Rifkind emphasised that Britain's role of escorting aid supplies would not change. Troops would not intervene in fighting between rival factions in former Yugoslavia. Page 12

Miller takes Molson stakes Miller Brewing, beer arm of US food and tobacco group Philip Morris, is buying a 20 per cent stake in Canada's biggest brewer, Molson Breweries. Page 13

Ferry's third capsule kills 51 A Polish ferry plying between Poland and Denmark capsized during a storm in the Baltic Sea. Up to 51 people are believed to have drowned. The ship, built in 1977, had capsized twice before. Page 2

Honecker arrives in Santiago



Former East German leader Erich Honecker (left) arrived at Santiago, the Chilean capital, to be reunited with his wife. The 80-year-old, who has liver cancer, showed his bag of medicines on his flight from Germany, where his manslaughter trial was abandoned because of his health.

Press restrictions The UK government, reacting to Sir David Calcutt's report into press regulation, is to make electronic bugging and trespass criminal offences and promises serious consideration of a civil remedy against undue intrusion into privacy. Page 6

Strike at Cathay Pacific Cabin crew at Hong Kong international carrier Cathay Pacific went on strike over staffing levels, halting almost half the airline's flights. Page 3

Tabacalera to sell Royal Brands Spanish state-controlled tobacco company Tabacalera is negotiating the sale of Royal Brands, its food and agribusiness division, to US multinational RJR Nabisco. Page 13; Lex, Page 12

Sharp rise in bank's profits Bank of New York, a conservatively managed commercial bank, reported net annual profits of \$369m, up from \$122m because of stronger fee income and lower bad debt provisions. Page 15

Algeria referendum Algeria is to hold a referendum on a new constitution which acts as head of state Ali Kafi hopes will end 12 years of fighting between security forces and radical Islamic groups. Page 3

Digital cuts losses San Francisco-based computer manufacturer Digital Equipment reported second-quarter losses of \$73.9m, compared with \$153.2m in the second quarter of fiscal 1992, as the company cut costs. Page 15

Rhône-Poulenc cuts estimates French state-owned chemicals group Rhône-Poulenc, scheduled for partial privatisation within two weeks, cut its operating profits estimate of 30 per cent to between 5 and 10 per cent. Page 14; Lex, Page 12

Kurdish guerrillas bombed Turkish aircraft bombed a mountain camp of the outlawed Kurdistan Workers party in eastern Turkey, killing at least 35 guerrillas.

J.P. Morgan's trading income drops New York banking group J.P. Morgan suffered a decline in trading revenues in the fourth quarter, but produced a 21 per cent rise in full-year net profits to \$1.382bn. Page 13

Jobless rate declines Australia's unemployment rate fell by 0.1 points to 11.3 per cent in December. Page 3

Book to hold biggest Lorrho stakes Lorrho's rights issue, which closes today, is expected to fail, enabling German financier Dieter Bock, who is underwriting half the new shares, to become the group's biggest shareholder. Page 13

UK car output up UK car production rose 4.4 per cent to 1,291,221 units last year, helped by a substantial increase in output by Japanese carmaker Nissan and by Vauxhall, UK subsidiary of General Motors of the US. Page 6

Snapped up A Nikon camera made in 1990, one of only 195 of its kind, fetched £28,600 (\$43,500) at Christie's in London - a British record for a Nikon.

STOCK MARKET INDICES
FT-SE 100 2,758.2 (+13.9)
DAX 1,819.5 (+1.3)
Nikkei 16,515.60 (+2.31)
New York Composite 3,358.81 (+4.75)
Dow Jones Ind Ave 10,232.12 (+0.57)

US LUNCHTIME RATES
Federal Funds 2 1/4%
3-mo Treas Bill Yld 3.894%
Long Bond 7.407%
Yield 7.407%

LONDON MONEY
3-mo Interbank 7% (7 1/4%)
Liffe long gilt future Mar 93 99 1/2
NORTH SEA OIL (Argus)
Brent 15-day March \$ 17.325

Gold
New York Comex Jan \$327.3 (\$27.5)
London \$327.50 (\$27.45)
Tokyo close ¥ 123.85

FOREIGN EXCHANGE
Austria Sch90 Greece Dr90 Lux Lfr90 Qatar QH120
Bahrain Dh120 Hungary Ft100 Malta Mlt90 S.Arabia SR11
Belgium Bfr90 Iceland Isk100 Morocco Mch90 Singapore S\$4.10
Belgium Bfr90 India Ru90 Saudi Arabia SR15
Cyprus Cc90 Indonesia Rp3000 Nigeria Nn90 Sweden Sfr90
Czech Kcs90 Israel Sh90 Norway Nkr90 Swiss Sfr90
Denmark Dkr90 Jordan Jd120 Oman Omd90 Syria Sls90
Egypt Egp90 Korea Won200 Philippines Pso40 Thailand Bht90
Finland Fmk90 Kuwait Kwd90 Poland Zl90 Turkey Lira90
France FF90 Lebanon Llb90 Portugal Esc90 UAE Dir90
Germany DM90

Schlüter misinformed parliament ■ Crisis over his replacement

Denmark's PM quits over Tamil refugees scandal

By Hilary Barnes and Lionel Barber in Copenhagen and Andrew Hill in Brussels

DENMARK, current holder of the European Community presidency, was thrown into political crisis yesterday when Mr Poul Schlüter, prime minister since 1982, announced his resignation after a judicial inquiry savagely criticised him for misinforming parliament.

Mr Schlüter, 63, the leader of the Conservative party, gave the Folketing, Denmark's parliament, misleading and incorrect information in 1989 on a scandal surrounding the government's attitude to Tamil refugees from Sri Lanka, and he must have known this, said the report released yesterday.

Mr Schlüter nominated Mr Henning Dyremose, finance minister in the minority Conservative-Liberal coalition government, to succeed him. But it was increasingly doubtful last night that Mr Dyremose could win majority support.

Mr Poul Nyrup Rasmussen, leader of the opposition Social Democratic party, called for the establishment of a broad coalition. Negotiations between party leaders for a new government were also demanded by the Radical Liberals and the Centre Democrats, two small parties which have hitherto supported Mr Schlüter's government.

Constitutional experts said a general election was unlikely, and could be called only once a new prime minister is installed.

The next election is not due until the end of 1994.

The upheaval could complicate plans for a second referendum on the Maastricht Treaty on European union, although Danish officials insisted yesterday that a switch of government would not.

Page 12

■ Something rotten in the government of Denmark

harm prospects for Maastricht since seven of the eight parliamentary parties support the treaty after the special deal on opt-outs agreed at the Edinburgh summit last month. Last June, Danish voters narrowly rejected Maastricht in a referendum.

In Brussels, diplomats and Commission officials said they believed Mr Schlüter's resignation would not have a dramatic effect on the smooth running of the Danish presidency of the EC, which ends in June. Most refused to commit themselves until it was clear how the government crisis would be resolved. A spokesman for Mr Hans van den Broek, the EC's new commissioner for external relations, would say only that "it's not clear yet what the implications are."

An Irish diplomat said it would be difficult for someone to step into the Mr Schlüter's shoes in the EC presidency, given the personal nature of the job.

"Obviously for someone to change in midstream isn't desirable, because you are losing the preparation that the original people have done in the run-up to the presidency," he said.

Ahead of the news, the Copenhagen all-share index dipped 2.39 points to 263.73 yesterday, but government bond prices remained stable.

The resignation also came too late to affect the krona in European foreign exchange trading. But there have been concerns in recent days that a political crisis could undermine the currency, which is already close to its floor against the D-Mark in the European exchange rate mechanism.

After opening in London at Dkr3.8815 to the D-Mark, the krona weakened in the European morning to about Dkr3.8750 as the contents of the Tamillige report filtered out. After the

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Source: Reuters

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Poul Schlüter: his resignation is unlikely to cause a general election. The next election is not due until the end of 1994

US says Iraq raids destroyed only half targets

By George Graham in Washington and Roger Matthews in London

THE US claimed yesterday that its raid on Iraq had succeeded, although it acknowledged that only half its targets were destroyed.

At the same time the incoming Clinton administration warned President Saddam Hussein not to expect any softening of US policy.

Mr Brent Scowcroft, national security adviser, said preliminary assessments showed that the US and allied air strikes on Wednesday had knocked out about half of the eight anti-aircraft missile and radar sites in Iraq's southern no-fly zone.

President George Bush told reporters at the White House: "Let's just hope that Saddam Hussein got the message. What our pilots did certainly sent that message loud and clear."

President-elect Bill Clinton, in an interview with the New York Times, said he was not obsessed with the idea of ousting Mr Saddam. If the Iraqi leader wanted a better relationship with the US, all he had to do was abide by UN requirements.

"I always tell everybody I am a Baptist, I believe in deathbed conversions. If he wants a different relationship with the US and the UN, all he has to do is change his behaviour," Mr Clinton said.

Mr Warren Christopher, Mr Clinton's nominee as secretary of state, said this should not be interpreted as an olive branch to Iraq. He said he was not optimistic about Mr Saddam's prospects for redemption. At most, he said, Mr Clinton would seek to prevent the feud from being personalised.

Mr Clinton said he would not rule out using force against Mr Saddam again in the future, including, if necessary, re-engaging US ground troops. "But," he said, "I want to see what he does in response to this mission."

Iraq said yesterday that its

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Picture, Page 3

Editorial Comment, Page 13

Siemens issues veiled 1993 profits warning

By Christopher Parkes in Munich

SIEMENS, the German electrical and electronics group, yesterday issued a veiled profits warning for the 1993 financial year as it revealed slowing earnings growth and a fall in new orders in the first quarter.

Mr Heinrich von Pierer, chief executive, said that while the full year's turnover is expected to rise 7 per cent to around DM84bn (\$52.8bn), "it will take major efforts to maintain the level of net income reached last year."

The group, which includes the successful KKW power plant subsidiary, and the stricken Siemens Nixdorf computer company, increased net earnings by 9 per cent to DM1.96bn last year on sales of DM78.5bn.

It has been hit by the accelerating slowdown first noticed by

German industry last autumn. Group orders in the first quarter of the current financial year fell 6 per cent, comprising drops in domestic and foreign demand of 4 per cent and 10 per cent respectively. Sales rose only 4 per cent and net profits were up 2 per cent at DM406m.

Mr von Pierer attributed the fall in incoming business to the "postponement", until later in the year, of public telecommunications and power generation orders worth DM1.6bn.

Despite the slowdown - reflected in zero growth in world electrical markets last year - and recent warnings that the German economy was on the brink of catastrophe, "prophecies of doom are unwarranted", he added.

However, he expected flatter growth in new orders this year and further cuts in the work-

force. Some 3,000 of the 413,000 employees worldwide at the end of the last financial year had gone and the total workforce would be reduced to less than 400,000 by the end of September.

At Siemens Nixdorf most of the 6,000 job cuts planned for 1994 will now come in the current year. Siemens Nixdorf expects "weak growth and further price erosion", says Mr Hermann Franz, the board member responsible for computers. He said restructuring would continue and high extraordinary expenditure would be necessary.

Computers and semiconductors, which together lost more than DM1bn last year, remained core businesses within Siemens, Mr Franz said.

Mr Karl-Hermann Baumann, finance director, said the group's US business had benefited only in part from renewed optimism

in the US economy. Energy and automation interests had won more orders, but it was too soon to say if the trend was sustainable. Telecommunications markets had not yet improved.

Osram, Siemens' lamp producing unit, has signed an agreement to buy Sylvania of the US for an undisclosed sum. The merger has been approved by US anti-trust authorities.

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Algerians to vote on new constitution

By Francis Ghille

ALGERIA'S acting head of state, Mr Ali Kafi, yesterday promised a referendum on the future of North Africa's largest country whose security forces have, for the past 12 months, been mired in ever bloodier confrontation with radical Islamic groups.

The referendum would submit to the Algerian people a draft new constitution and seek their endorsement for a transitional arrangement before a new constitution was enacted.

Mr Kafi promised that political parties would be invited to give their views on future strategy but added that "all those who practised or supported violence" would be excluded.

This was a clear reference to the Islamic Salvation Front which was banned last February after Algerian leaders cancelled the second round of elections the party was poised to win.

Other smaller Islamic parties such as Ennahda would, however, be asked to join in such talks.

Mr Kafi is a founding member of the five-man High State Council (HCE) which has acted as the country's collective presidency since the former head of state, Mr Chadli Bendjedid, resigned a year ago.

He has chaired the HCE since the sacking of Mr Mohamed Boudiaf, who returned last January from 28 years' exile in Morocco to become acting president.

Mr Kafi did not suggest any precise date on which the referendum might be held, but most observers assume it is likely to take place later this year.

The High State Council members have proclaimed on more than one occasion that they did not wish to hold office beyond December 1993, when Mr Chadli's third term of office was due to end, nor would any of them stand in any future presidential election.

Meanwhile, the visit by Mr Roland Dumas, the French foreign minister, to Algiers last weekend, and Defence Minister Khaled Nezzar's present visit to Saudi Arabia, have helped to break the semi-quarantine the country's leaders have been held in since last January's events.

Mr Dumas promised that France would "express its friendship by other means than mere words".

This can be taken as a strong pointer that his government will extend a helping financial hand to a country whose foreign debt service ratio of 73 per cent leaves it scant room to import the raw materials necessary to increase industrial output.

Cabin crew strike hits Cathay Pacific

CATHAY PACIFIC, Hong Kong's international airline, was last night facing its worst industrial action since 1985 after cabin crews went on strike, claiming the airline had inadequate staffing levels, writes Simon Holberton in Hong Kong.

Half of Cathay's 28 outbound flights and 13 of its 31 inbound flights were cancelled. The company was unable to determine how many of the 4,000 cabin attendants were on strike.

Industrial action is virtually unknown in Hong Kong. Cathay's last serious dispute was in 1985, when ground staff went on strike.

The dispute centres on Cathay's requirement that its cabin attendants accept working "out of position". This has meant that senior cabin attendants have had to operate in junior positions in the event of a staff shortage due to sickness. A Flight Attendants Union official said yesterday Cathay employed 300 fewer cabin attendants than it should, but the company denied this. "There is no shortage of cabin attendants, our staff grows in line with the growth in our fleet," it said.

Hong Kong's Labour Department offered to mediate in the dispute, which has been brewing over the past three months.

Japan wants more co-operation in Asia

By Kieran Cooke in Kuala Lumpur

MR KISHI Miyazawa, Japanese prime minister, said yesterday Japan wanted to promote co-operation and residence in Asia and denied any plans to make Japan a regional military power.

Mr Miyazawa, in Malaysia as part of a South-East Asia tour, said the continued presence of US forces in the region was vital and Japan was providing increasing support to the US military. "We do not want to see a power vacuum in the region," a Japanese official said.

In talks with Dr Mahathir

Mohamad, Malaysian prime minister, Mr Miyazawa outlined Japan's new "Look East" policy, which suggests a greater regional role for Japan in the years ahead.

But while Mr Miyazawa said Japan wanted to create greater economic and political co-operation in the region, he declined to endorse Dr Mahathir's proposal for an east Asia economic caucus, a trading group linking the fast-expanding economies of east Asia.

Malaysia feels this would be vital to counter what it sees as increasing protectionism in the European Community and NAFTA.

US businesses plan a return to Vietnam

The war is nearly over and the trade embargo may soon be dropped, Our New York Staff report

AMERICAN companies are beginning to weigh up business prospects in Vietnam following a White House move last month which paves the way for eventual removal of the long-standing US embargo on the Communist nation.

In one of the clearest signs of growing US business interest, a group of executives from some two dozen US companies will visit the country early next month under the auspices of the new Vietnam-American Chamber of Commerce.

It will be the first US business mission to be formally received by the Hanoi government, according to the chamber's president, Mr Irwin Robinson, a New York lawyer. The aim, he says, "will be to maximise knowledge of opportunities for US companies."

The US has enforced its trade ban since the Vietnam war but over the past year the White House has allowed a few exceptions. For example, a ban on telecommunications links was lifted in April 1992.

The biggest move yet came on December 14 when President George Bush signed an order permitting US companies to sign contracts with Vietnamese parties and open

offices there. However, contracts can only be executed if relations are normalised.

There has been speculation that Mr Bush could do this before he leaves office on January 20, if Hanoi meets the White House's demands for the fullest possible accounting for missing American servicemen and prisoners of war, including repatriation of their remains.

However, there remains very little time for Vietnam to make these concessions, while Mr Bush may be reluctant to stir up the right-wing outcry such a move would provoke.

The new Clinton administration, for its part, is likely to have much more pressing concerns, and President-elect Bill Clinton may be wary of normalising relations rapidly, given the election campaign controversy over his Vietnam draft record.

Whenever the ban is lifted, it is bound to provoke a sharp increase in US business interest, not least because this will also trigger a wave of aid to the country from institutions such as the World Bank, creating opportunities for capital equipment and construction contracts.

However, Mr Nicholas Ludlow, managing director of

Development Bank Associates, a Washington-based consultancy, says the economy is so under-developed that it has limited capacity to absorb new trade and investment.

"I think there will be a wave of excitement, then tempered

of the Vietnam-American Chamber of Commerce include Federal Express, the package delivery company, Honeywell, the controls group, KPMG Peat Marwick, the accountants, and ITT.

Sectors likely to be particu-

President Clinton may be wary of normalising relations rapidly, given the election campaign controversy over his Vietnam draft record

by a more realistic view of the prospects," he says. "Companies will do best which realise Vietnam is a long-term prospect."

Guocang Huan, of the emerging markets group at J.P. Morgan, the New York bank, says the country's extremely low wage costs, currently about a tenth of Taiwan's and Korea's, could make it attractive for investment by labour-intensive US companies. He argues that industries such as electronics and textiles are most likely to prosper in Vietnam, together with tourism.

However, companies from across the US business spectrum are starting to focus on the country. The 21 members

of the Vietnam-American Chamber of Commerce include Federal Express, the package delivery company, Honeywell, the controls group, KPMG Peat Marwick, the accountants, and ITT.

Sectors likely to be particularly interested in Vietnam include:

● Airlines. A number of US carriers may be interested in serving the market - particularly those such as United and Northwest Airlines, which have a strong presence in the Far East already.

Procedurally, the first step would be for the Department of Transportation to negotiate a bilateral aviation agreement, setting permitted levels of service and agreeing the number of providers, with the Vietnamese. The aviation authorities would then seek applications to serve the route.

Minneapolis-based Northwest makes no secret of its enthusiasm. "We've been inter-

ested in serving Vietnam for several years. We see it as a growing and promising market," it says.

● Banks. A number are interested in returning to Vietnam, including Bank of America, Chase Manhattan and Citibank, each of which had branches in Saigon before the Americans were driven out of South Vietnam in 1975.

The Bank of America says: "We have definitely expressed our interest in a return to Vietnam." The bank said that as a preliminary step last summer it had opened an Indochina representative office in Hong Kong, whose operations would be moved to Vietnam if the US embargo were lifted.

One matter that will need to be sorted out before banks return is the issue of unresolved claims by depositors dating back to Communist takeover of South Vietnam.

● Oil. US companies are keen to explore the South China Sea, with three companies - Amoco, Chevron and Mobil - giving the most active consideration to a business plan.

Chevron said it had held discussions with the Vietnamese "on and off with regard to possible opportunities for exploring and producing offshore in

the South China Sea, but we don't have any contracts."

Chevron said it had examined geological data and was "interested in the possibilities."

Mobil was more direct: "Should the embargo end we would be most interested to be there. In the meantime we will explore some potential opportunities by talking to potential partners."

● Telecommunications. American Telephone & Telegraph and MCI Communications, the two largest long-distance US carriers, have begun to provide long-distance services to Vietnam following the relaxation of the ban last April. MCI says it is sending a team to Vietnam in the first quarter to discuss additional services, such as allowing customers to call the US collect. But it says it has no interest in the domestic Vietnamese market.

● Consumer products. Atlanta-based Coca-Cola says it "would certainly look at Vietnam" if trade relations normalise - in line with a general policy of examining all potential new markets.

Contributors: Martin Dickson, Alan Friedman, Patrick Harverson and Nikki Tai.



A HUGE new mural adorns Iraq's baby milk factory, which became one of its most potent symbols from the Gulf war. The factory, which went into production this week, was flattened by the Western allies, who claimed it was a secret chemical weapons plant. However, its reopening will provide little more than a symbolic dent in Iraq's need for baby milk. The issue of what use the factory was put to before the war has never been fully resolved. Iraq has consistently denied it mixed or stored chemicals there.

Karachi awaits next move by army

By Farhan Bokhari in Karachi

BUSINESSES in Karachi, Pakistan's commercial heart, have relaxed their guard since the army was sent last May to restore order in the southern province of Sindh, of which it is the capital.

The army says over a hundred gangs involved in robberies, kidnappings, car thefts and drug peddling have been smashed in Karachi, and no kidnappings for ransom have taken place in the last two months. Before the troops arrived, kidnappings of businessmen were frequent.

Signs of improved law and order are visible on the streets. Many shops are open later, and businessmen previously afraid of being kidnapped or robbed are more relaxed when travelling. "The situation has improved since the army has

come in. We feel much more secure than before," says Mr Ali Mashhadi, a carpet dealer.

However, security is due to be reviewed this month. The government could order the troops back to barracks if the situation was judged to have improved sufficiently.

There are signs of differences between civilian and military leaders over the future of the operation.

The provincial government of Mr Muzaffar Hussain Shah, which is backed by the ruling alliance of Mr Nawaz Sharif, prime minister, wants the army to stay until there is complete assurance that gangs of criminals will not resurface, a senior official says.

Generals are concerned, however, that improvement in law and order needs to be backed by socio-economic measures to curb poverty, rising unemploy-

ment and drug addiction. Only with such action, they argue, will long-term improvement in the security situation be assured. "The malaise is political, economic and social. This is not a military problem," says one general.

Unemployed young people in Karachi's growing slums are prime targets for recruitment to crime gangs.

The chairman of a large industrial company says: "Good municipal planning to cater for the needs of ordinary people is an absolute must for improving conditions in Karachi. Unfortunately, there is very little of that going on right now."

Some businessmen argue that to ensure long term socio-economic development, the government in Islamabad should introduce tax incentives to accelerate business

growth in Karachi, stimulating employment.

Mr Tahir Khalid of Karachi's chamber of commerce says new investments are badly needed and will only come if there are new concessions. He is concerned about the possibility of political troubles if the army pulls out. The army operation led to the discovery of torture cells and extortion rings in Karachi, allegedly run by the Mohajir Qaumi Movement, a party for Muslims who had migrated from India.

Businessmen are waiting anxiously for the government's decision. Mr Khalid says: "If the government is confident that things have certainly improved and if they feel that the army can be called back, I just hope that they know what they are doing and they realise fully what could be the consequences."

US, Japan clash as vote on top WHO job looms

By Frances Williams in Geneva

NEXT Wednesday the 31 executive board members of the World Health Organisation are due to cast their votes for director-general of the United Nations agency, bringing to a head a long and unusually bitter election campaign that has set the US and Japan at loggerheads.

An internal US State Department paper has accused Japan of "aggressive tactics, including the pursuit of votes in exchange for favours" in the quest for support for the incumbent Japanese director-general, Dr Hiroshi Nakajima.

Japan, which strongly denies the charge, claims the US government is waging a disinformation campaign against it and Dr Nakajima, based on little more than the personal animosities of a few key officials at the US health department.

For Tokyo, the re-election of Dr Nakajima for a second five-year term has become not simply a matter of national pride but a crucial test of international good faith in urging Japan to take a greater role in world affairs.

"In the eyes of the Japanese people, Dr Nakajima is a symbol of Japan's contribution to the international community," says Mr Masao Kawai, a senior official in the Japanese Foreign Ministry. The WHO chief is the only Japanese to have been elected (rather than appointed) to a top UN position.

The US is backing the candidacy of Dr Mohamed Abdelmoumene, an Algerian neurologist, who was Dr Nakajima's deputy at the WHO until sacked from his post last August after announcing he would run against his boss. Dr Abdelmoumene, who says he was asked to stand for director-general by a number of rich and poor countries, has the official backing of the European Community and the Arab League, but Dr Nakajima claims strong support from developing countries who are in the majority on the executive board.

The US pays about a quarter of the WHO's \$850m (£552m) annual budget. Japan, which has rapidly increased contributions since Dr Nakajima took over as director-general, to become WHO's second-biggest paymaster, last year paid about \$57m. Both governments deny that contributions will be cut if the wrong man wins.

US officials say their opposition to Dr Nakajima is based solely on concern for the ability of WHO effectively to tackle big health challenges.

Within the WHO itself, executive board members are allegedly being wooed with top-level visits, promises of aid and top jobs - practices, it must be said, which are widespread throughout the UN system, often backed by national governments.

US officials too are alleged to have hinted that American backing for WHO activities could wane if Dr Nakajima is re-elected.

Dr Nakajima's faults, on the face of it, do not seem very grave. He is accused of an authoritarian management style, of travelling too much and of being a poor communicator. Furthermore, he was involved in an embarrassing incident last year after an official visit to Russia when customs officials at a Moscow airport confiscated six icons in his baggage which he had not declared.



Dr Hiroshi Nakajima, WHO chief: opposed by US

Dr Nakajima's supporters argue that he has improved the running of the organisation since taking over in 1988 from Dr Halfdan Mahler, a Dane, and that he has initiated valuable work to achieve "basic health" in developing countries.

However, it is clear that Dr Nakajima has not won the hearts and minds of WHO staff, who complain of a lack of vision and leadership. There has been a steady exodus of senior officials, including the sudden resignation in March 1990 of Dr Jonathan Mann, a high-profile American who headed WHO's programme on AIDS.

US officials say their opposition to Dr Nakajima is based solely on concern for the ability of WHO effectively to tackle big health challenges.

Within the WHO itself, executive board members are allegedly being wooed with top-level visits, promises of aid and top jobs - practices, it must be said, which are widespread throughout the UN system, often backed by national governments.

US officials too are alleged to have hinted that American backing for WHO activities could wane if Dr Nakajima is re-elected.

UN struggles to avert Angola nightmare

Michael Holman on the waning prospects for a lasting end to the 16-year conflict

IT HAD the makings of a nightmare, the senior UN official said last May when contemplating the biggest obstacle in the path of Angola's transition from 16 years of civil war to multi-party democracy.

The demobilisation of the country's rival armies was going badly, he warned; weapons were cached, discipline was poor, and the timetable was slipping.

Less than a year later, his grim vision has become reality as Angola slides back into civil war, triggered by Unita leader Jonas Savimbi's rejection of the September election which gave victory to President Eduardo dos Santos and the ruling MPLA.

Over 1,500 people are reported to have died in the past two weeks and fighting continued yesterday in and around Huambo, the central highlands city currently held by Unita.

Last-ditch efforts to restore peace, in which Ms Margaret Anstee, the UN special representative based in Luanda, will play a key role, may yet bear fruit. Diplomats in the Angolan capital said Mr Venancio de

Moura, the country's foreign minister, had on Tuesday at a meeting with Portuguese, Russian and US observers and Ms Anstee, formally proposed talks with Unita.

But western diplomats warn that forging a lasting settlement will be a frustrating process, undermined by old enmities, tribal rivalries, Mr Savimbi's overriding ambition, and the temptation of controlling proceeds from the country's 500,000 b/d oil sector.

Should peace efforts fail, an early military victory for either side seems unlikely, they say. Instead, there will be what a US diplomat yesterday called "a process of mutual entrenchment until both forces go back to the negotiating table".

No one is sure how long that would take. A broad assessment by western analysts puts the MPLA in control of the main towns, while Unita can operate relatively freely in 75 per cent of the countryside.

Both sides have lost allies: the 50,000-strong Cuban contingent that fought alongside the MPLA has long since departed. Namibia's independence has deprived Unita of what amounted to a rear base in the



formerly South African-controlled territory. Pretoria, which sent troops into Angola in support of Unita, seems unlikely again to come to the help of Mr Savimbi in any substantial way.

Zaire remains a valuable Unita ally, but its role as a conduit for US military and other assistance ended with the departure of the Cubans. Meanwhile Washington has increasingly distanced itself from Mr Savimbi, embarrassed by his human rights record, and sceptical of his claims of election rigging. The incoming Democrat administration will take an even tougher stand.

Unita has also been weakened by divisions within its ranks, which came to a head last year when senior officials deserted Mr Savimbi following the murder of a former aide. Tensions remain, illustrated earlier this week when Mr Abel Chivukuvuku, Unita's secretary for foreign affairs, and General Peregrino Huambo, its military intelligence chief, called for an immediate end to fighting.

Both men were captured in October during fighting in Luanda which saw Unita driven from the capital. But whether speaking under duress or not, their absence from the battlefield must be a blow to Mr Savimbi.

Whatever the outcome of mediation efforts, no one doubts that Angola's best chance for peace was squandered last year. Implementation of the peace plan was weak, the timetable proved unrealistic and resources for the exercise were too few.

Central to the success of the transition was the requirement that soldiers and guerrillas from rival armies report to 50 assembly points, to be monitored by UN forces, before being demobilised or entering

an integrated national army. Both sides were suspected of caching weapons and those that were surrendered were not securely held.

As election day approached, only 1,500 soldiers had been sworn in to an integrated national army supposed to number 40,000. Tens of thousands of government and Unita soldiers were still in demobilisation camps, most of them with ready access to weapons.

A further 40,000 men of the 150,000-strong combined forces had yet to be demobilised.

Western diplomats now acknowledge that they could have acted differently, insisting that elections could not proceed until both sides respected the terms of the peace pact signed in May 1991.

"As I listened to the speeches that evening and watched MPLA and Unita leaders mingling, I knew that we were celebrating the end of an era," wrote Mr Chester Crocker, predecessor to Mr Cohen, and the architect of the south-west African settlement.

It proved premature. This time round, scepticism, not optimism, is the mood of Angola's would-be peace makers.

Australian jobless rate declines

By Kevin Brown in Sydney

AUSTRALIA'S unemployment rate fell by 0.1 points to 11.3 per cent in December, the government said yesterday.

Mr Peter Baldwin, the junior employment minister, said the fall was consistent with continued growth in the economy, which is recovering from an 18-month recession.

However, economists said it was probably a technical correction following a large increase in the previous month. Unemployment is likely to rise over the next three months as school leavers enter the employment market.

The weak job market will contribute to growing pressure on the government to produce a fiscal stimulus before the next election, which must be held by June. Mr Paul Keating, the Labor prime minister, is believed to have been working on a series of policy proposals to be announced before the election is called.

The government is unlikely to stimulate the economy by easing monetary policy because of continued weakness of the Australian dollar.

Sri Lanka rebel leader urges talks

By Mervyn de Silva in Colombo

MR Velupillai Prabhakaran, leader of the separatist Tamil Tigers, has called for peace talks to end Sri Lanka's 10-year civil war, after meeting a church delegation in Jaffna, the island's northern capital, last week.

Mr Kenneth Fernando, the Anglican Archbishop of Colombo and leader of the delegation, said on his return to the capital yesterday that Mr Prabhakaran had called for an immediate ceasefire and the

holding of peace talks. In a rare public appearance Mr Prabhakaran, recently charged in an Indian court with masterminding the assassination of Mr Rajiv Gandhi, had set out conditions for negotiations with the government, he said.

The Tigers (Liberation Tigers of Tamil Eelam) wanted the "economic blockade" of the northern peninsula lifted. The government must also pledge the reconstruction of the northern province and the rehabilitation of about 100,000 Tamil refugees.

NEWS: THE AMERICAS

Peru to sign IMF letter of intent

By Sally Bowen in Lima

PERU, apparently abandoning plans to extract significant concessions from the International Monetary Fund, is expected to sign today in Washington an IMF letter of intent to frame economic policy until 1995.

This, and the subsequent formation of a "support group" of friendly governments to bridge debt repayments to the multilateral lending organisations, will mean that "the reinsertion of Peru into the international financial community is definitive," according to President Alberto Fujimori.

Mr Jorge Camet, the new economy minister, who succeeded Mr Carlos Bollo last week, is not expected to announce any significant concessions in the programme negotiated by his predecessor last year.

This is despite domestic demands for increased spending, and a personal plea in mid-December from Mr Fujimori to Mr Michel Camdessus, IMF managing director, that Peru should be allowed greater economic flexibility this year.

The realisation that the imminent US administration handover may not improve Peru's negotiating position seems to have lent urgency to the new team's willingness to sign.

Agreement with the IMF is a prerequisite for looming Peruvian negotiations with the Paris Club, and for rescheduling arrears with the World Bank and private banks.

It is hoped to resolve Peru's immediate but complex arrears position by paying off \$970m owing to the World Bank through a one-day bridging loan from Citibank. Peru would then use \$1bn in fresh funds from the World Bank to repay Citibank.

Signature of the letter of intent will also allow the IMF's extended fund facility to come into operation. Short-term finance from friendly governments will permit the clearing of \$800m in IMF arrears.

CBS Television buys some expensive chat

By Alan Friedman in New York

DAVID LETTERMAN, a 45-year-old comedian and chat show host from Indianapolis, was last night set to be poached from NBC by CBS Television for a salary of about \$15m a year, making him the world's best-paid chat show

host. For CBS, the network controlled by Mr Larry Tisch, the billionaire investor, hiring Mr Letterman would be a potentially profitable coup.

Both networks were scrambling yesterday to arrange press conferences with NBC, a subsidiary of General Electric, planning to announce in Los

Angeles that it had decided not to match the CBS offer.

Mr Letterman, an articulate showman who hosts an offbeat chat show starting at 12.30am, from 11.30 in the evening. That put Mr Leno up against ABC's Nightline with Ted Koppel, the influential current affairs programme. CBS was only able to

offer mysteries and movies in this important time slot. By moving from NBC to CBS Mr Letterman would not only fulfil his ambitions by launching a programme competing directly with the Tonight Show, but he would also double his salary. His negotiations have been handled by Mr Mich-

ael Ovitz, the head of Creative Artists Agency, the most powerful talent agency in the US. NBC's management has been criticised for a sharp decline in audience ratings over the past two years. General Electric is believed to be interested in selling the network provided it can obtain the right price.

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Testing times for the Clinton team

Jurek Martin reports on the perils of being offered a job by a president-elect

IT IS one thing to be chosen to serve as a senior member of a US administration. It can be another successfully to run the gauntlet of official and media scrutiny and be confirmed, unscathed and with reputation intact, in the job.

This has been very much the experience of President-elect Bill Clinton's nominees. It is still unlikely that any will either be rejected by the Senate - the fate of Mr John Tower, President George Bush's defence secretary designate - or have to withdraw from consideration - as happened to Mr Ernest Lefever, a controversial Reagan choice in 1981 for a senior State Department position.

But such is the intensity of interest in the life and careers of those chosen that few emerge unbruised. Probably even more know that they were not selected because of something in their backgrounds that rendered them too suspect. Those conspicuously affected by publicly disclosed problems include:

● Ron Brown, commerce secretary-to-be: on Wednesday a planned gala in his honour was cancelled because its cost was being underwritten by those corporations he might find himself dealing with in the cabinet. Though the event was planned before he was nominated and to recognise his achievements as Democratic party national chairman, it looked too cosy for comfort and Mr Clinton urged him to call it off.

● Zoe Baird, the choice for attorney general: the New York Times reported yesterday, on the basis of information supplied to Mr Clinton's staff and to the FBI by Ms Baird herself, that she had employed a Peruvian couple as housekeepers knowing them to be illegal aliens. The practice may be commonplace, especially in Washington, but is potentially embarrassing for anybody picked to be the country's

Such is the interest in the lives of those chosen that few are unbruised by the process of scrutiny

chief law enforcement officer.

● Warren Christopher, nominee for secretary of state, has had to address the issue of what he knew 25 years ago as deputy attorney general about US army covert surveillance of civil rights and anti-war activists. This investigation, not in the least threatening to his confirmation, is the handiwork of Senator Jesse Helms, the Republican Senator from North Carolina and self-appointed scourge of anybody associated with President Jimmy Carter's foreign policy.

● Robert Reich and Laura Tyson, prospective labour secretary and head

of the Council of Economic Advisers, have been on the receiving end of much professional jealousy from classical economists.

● Mickey Kantor, chosen to be trade representative, a field in which he has no track record, has similarly been denigrated by trade specialists.

More generally, lots of eggs have been bruised by Mr Clinton's relentless pursuit of diversity in his appointments, to the point where any number of disgruntled hopefuls now freely complain they have been left out because they are white and male.

This has been very much a "top down" transitional operation, run by the Clintons themselves and using their extensive networks of contacts, not all of which are confined to the well-known special and professional interest groups.

Mr Richard Riley, the able former governor of South Carolina and education secretary-designate, has been their chief Washington eyes and ears, with genuine vetting influence, but real power has continued to reside in Little Rock. This can frustrate the capital's barons who expect to be able to place their people in senior jobs, especially since Mr Clinton seems to take his time making up his mind.

However, the Clintons are also the victims of circumstance. All prospective nominees to senior positions are subject to rigorous FBI background checks. Mr Frank Weil, Mr Carter's first commerce secretary, recalls the

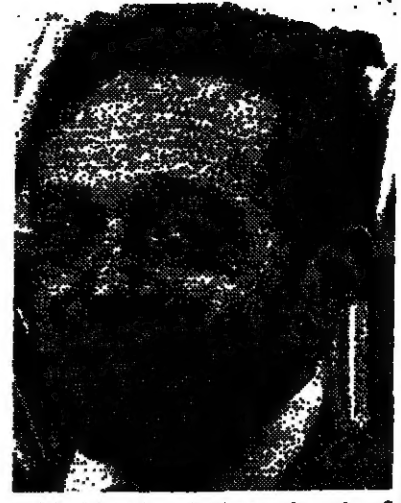
alarm of fishermen at his Maine holiday home at being contacted by the FBI. Ms Baird, presumably sensing a problem that could not be kept under wraps, volunteered her information.

Investigations are also pursued by both the media and the political opposition, a fact of life with which Mr Clinton himself is only too familiar from last year's campaign. Republican questioning of nominees has to date been pretty soft and unrelenting, but the process has barely begun, with as many as 1,000 appointments subject to Senate confirmation.

Transitions are, by definition, ephemeral, but they are also dangerous, particularly when a different party takes over the administration. By the time Mr Carter took office in 1977, the word in Washington was that if his government was no better than his transition staff then it would not fare well.

No such closet conviction yet seriously attaches to Mr Clinton's transition. Mr Brown is the only nominee whose professional career seems to conflict with Mr Clinton's promises of a new and open way of doing things, but even his critics acknowledge that he has been good at whatever task he has turned his formidable talents to.

Interest will also soon switch to Mr Clinton's policies and away from those he chooses to implement them. From the president-elect's perspective, the inauguration probably cannot come soon enough.



Reich (above) and Tyson: targets of much professional jealousy



Brazilian Senate vote may free ports from archaic regulations

By Christina Lamb in Rio de Janeiro

AFTER two years of struggle a decisive vote was underway last night in the Brazilian Senate on a controversial project to deregulate the port system. The proposed legislation,

which would allow the ports to be privatised, is considered crucial to the government's programme of modernisation and boosting exports.

One of the country's most glaring examples of inefficiency, Brazil's 35 ports are riddled with corruption and

bureaucracy, served by archaic equipment, subject to 49 different taxes, and governed by legislation unchanged since 1934 guaranteeing a monopoly for the stevedores' union. Port users must contract labour from the union which decides the rates and numbers needed.

According to the Association of Exporters (AEB), Brazilian port costs are the highest in the world. At the main port of Santos charges amount to \$51.30 (\$23.70) per tonne compared to \$15 in Buenos Aires and \$4.50 in Antwerp. As a result, says Mr Pratini de

Moraes, head of the AEB, "we're throwing away \$5bn a year in exports and \$50,000 potential jobs".

Some 97 per cent of all cargo into and out of Brazil passes through sea ports and these high costs explain why, despite a significant reduction

in tariffs, trade remains at 5 per cent of Brazil's GNP, one of the lowest levels in the world. Exports have stagnated at between \$33bn-\$38bn for a decade and port reform is seen as fundamental to the new government's plans to increase this to \$50bn by next year.

Mexico sees clear road to Nafta accord

By Stephen Fidler, Latin America Editor

THE Mexican government is continuing to work on the assumption that the North American Free Trade Agreement (Nafta) between Canada, Mexico and the US will be implemented at the beginning of next year.

A senior official, commenting on last week's talks between President Carlos Salinas and US President-elect Bill Clinton, said the latter had made clear he had no wish to reopen negotiations on the agreement proper.

The official said Mexico had been advised this week that Mr Mickey Kantor, a long-time Clinton adviser and nominee for the post of US trade representative, would be appointed to tackle the bilateral issues that arise from Nafta.

Mr Clinton underlined at a two-hour meeting with Mr Salinas in Austin, Texas, that he would not send the enabling Nafta legislation to Congress without first negotiating two side accords: on the environment and on jobs protection.

Mr Salinas expressed willingness to talk about them, as long as they did not infringe Mexican sovereignty, that they

made economic sense, and would not contradict what had already been agreed in Nafta.

The official, speaking on condition he not be identified, said his understanding was that Mr Clinton would not insist on a third side accord mentioned by some supporters: preventing import "surges". This, he said, was a trade matter already covered in Nafta, and would mean reopening negotiations.

While it was unclear how difficult the negotiations would be on environment and labour, it was conceivable that co-operative agreements would not even require legislation. In any case, many of the issues related to jobs - such as the training of displaced workers - were domestic, rather than bilateral, matters.

He suggested that if the negotiations became tough, the Mexicans would be more likely to insist on consideration of two other issues: migration and development funding.

The timetable suggests the agreement would be presented for ratification in the Canadian parliament by March, in the Mexican senate in June and in the US Congress before or after the August recess. This would allow it to be put into effect next January.



US trade representative Mrs Carla Hills: Stepping down from the "most exhilarating" job she has ever had

Hills bows out on buoyant note

Nancy Dunne on US trade representative's four years in office

THE CUSTOMARY perfection of Mrs Carla Hills' office was disturbed this week by a few packing boxes and a chair covered with ribbons. The chair - shipped over from the White House cabinet room - was a gift from her senior staff and bears a nameplate: "US Trade Representative, February 1, 1989".

Although she and her friend and boss, George Bush, are leaving office, and the frustrating Uruguay Round talks are still dragging on, Mrs Hills' mood was buoyant. When her stint finishes, at noon next Wednesday, she will go home to consider the "next chapter in my life".

Of the past four years, she has no regrets. The job was the "most exhilarating" she ever had, including her first cabinet post heading the Department of Housing and Urban Development. She hopes to hand to her successor, Mr Mickey Kantor, a completed package of Uruguay Round market access agreements. She wants to be able to say: "I think you ought to go forward with this. It is politically supportable here at home."

But her demeanour suggests that, once again, the European Community is playing havoc with her best-laid plans. The US, she says, needs "a big package" of tariff reductions on products like pharmaceuticals, nonferrous metals, wood and paper to generate support

in the US Congress for the entire Gatt package.

"If the EC doesn't play," she says, "we have a huge segment of trade that is not covered. They have not been willing to put together a package that has the maximum effect economically and politically."

The key to the Uruguay Round may have been disappointingly elusive, but Mrs Hills finds solace in the knowledge that she has completed "hundreds" of market-opening agreements and brought 20

climax of her tenure. She speaks almost romantically of that "magic moment" in every negotiation. "You can't slow (the negotiations) down or you lose momentum. You can't speed them up. There's just a moment. You want to cut it off at the peak lest they unravel."

She gives a lot of credit to Mexico's President Carlos Salinas for his economic reforms. She knows that critics of Nafta say the US has no business integrating its economy with

the US private sector has too much sway.

She says that the US, since its earliest days, has had "people who speak out and speak clearly about their interests". The lobbyist is paid and biased and might exaggerate his case, but she weighs these views with those of industry's economists and other more objective sources. "If you are willing to listen to all this cacophonous sound, you get a far better picture than if you just hold up and read a book or, worse yet, deal viscerally with trade."

Inside the Washington Beltway, Mrs Hills is considered one of the few stars of the Bush cabinet, yet she is recognised as a public figure more often overseas than in the US. Her visit to the Taj Mahal was interrupted by the clicking of hundreds of cameras held by Japanese tourists.

She also is the only Bush cabinet official to have been burned in effigy - in France recently by farmers protesting against the farm trade deal struck in the Uruguay Round.

Mrs Hills is tough and tenacious, and is unlikely to stop pushing for a final agreement on the Round until Bill Clinton is sworn in as president.

Only then will she take home her packed boxes and sort out her options.

Would she enjoy just a bit of "lying around"? Mrs Hills responds coyly, altogether uncharacteristically: "Depends who I'm lying around with."

The key to the Uruguay Round may have been disappointingly elusive, but Mrs Hills finds solace in the knowledge that she has completed "hundreds" of market-opening agreements

unilateral Section 301 cases against protectionist markets, more than all her predecessors together. For all the bluster supplied by Capitol Hill and the deadlines and the sanctions threats, the only retaliation Mrs Hills ever levied was the restoring of tariffs against India.

The North American Free Trade Agreement (Nafta), completed after 14 months in a final dash before the Republican party's pre-election national convention, was the

that of an autocratic regime. But she still retains an abiding faith that "economic reforms go hand-in-hand with political reforms".

Mrs Hills takes no credit for her successes, giving that to "the team" in her office and her congressional and private advisers. She says: "Our trade policy is built by consensus."

She is even grateful for the much-maligned Washington lobbyist, whom she defends with some fervour, despite criticism by foreign officials that

Russian scientists on market

By Clive Cookson, Science Editor

SENIOR Russian scientists are joining forces to market their services to international industry - and fight what they see as western exploitation of researchers in the former Soviet Union who are being offered work at derisory rates.

Many of Russia's best-known professors, covering a wide range of scientific and technical fields from the environment to nuclear research, have joined the new organisation, known as Thesaurus. Institutional members include the Russian Academy of Science and the Moscow Institute for Physics and Technology.

Thesaurus will be marketing research and consultancy services through Anglo-Russian Trade and Shipping, a joint venture of Robson Rhodes, the London accountants and management consultants, and the Peter Dragage Group based in Moscow.

Prof Sergei Kapitza, president of Thesaurus, said scientists were keen to work through a UK organisation because "the British have a better attitude to the correct compensation of labour".

Mr Peter Dragage said attempts by US companies to hire Russian researchers for as little as \$25 per month "were thought to be not only offensive but also impractical". The

price of a Thesaurus consultant is likely to be slightly lower than for a senior western scientist.

Prof Kapitza, one of his country's best known physicists, expects Thesaurus experts to be most in demand for physics and engineering, particularly in energy-based industries. They could offer "a fresh approach, a way of thinking that might not have occurred to western scientists".

Many Russian scientists were demoralised by the loss of status and continuity after the collapse of communism and the Soviet Union, Prof Kapitza admitted. "Under socialism we were treated better than under capitalism."

French farmers demand tough line against Gatt

By David Suchan in Paris

FRANCE'S largest farming union yesterday warned that campaigning for the March general election must not be allowed to weaken the country's resolve to stand up to the US in the Gatt agricultural trade negotiations.

Mr Luc Guyau, president of the FNSEA, which groups most of France's 1.2m rural workforce, said he expected President-elect Clinton to be just as tough as his predecessor in defending American farmers' interests.

Mr Guyau said France could not simply fall in with US plans for world agricultural

trade, aimed at cutting back subsidised EC exports. It "should use 1993 to move from speeches to action and veto the Washington agreement [between the EC and US on farm trade]", he said.

He confirmed reports by agricultural suppliers such as Elf Aquitaine and Rhone Poulenc that, as a result of EC reforms intended to curb production, and of uncertainties about the outcome of the Gatt talks, farmers had sharply reduced purchases of fertilisers and pesticides. One FNSEA official said the level fell last year to its lowest since 1980.

Rhone Poulenc, See International Company News.

Outgoing team still hoping for Uruguay Round progress

US tries to narrow differences

By Frances Williams in Geneva

US TRADE officials in Geneva yesterday held out little prospect for an early conclusion to the Uruguay Round of global trade talks but said negotiations would continue in the hope of making progress by next Tuesday's stock-taking meeting of the top-level Trade Negotiations Committee.

Trade negotiators will try to present the Clinton administration, which takes office the following day, with as few outstanding problems as possible, in the dwindling hope that a Uruguay Round accord can

still be reached before the current US negotiators' authority expires on March 2.

A senior US negotiator said a number of "significant sticking points" remained in talks with the European Community on industrial tariffs, and there had been little progress in resolving issues of vital concern to Washington in separate discussions on the draft package of Uruguay Round rules.

There were still differences between the US and EC over agriculture, the official added, despite the accord reached between the two sides last November. He said the EC's detailed offer on market access

for farm products would, as it stands, reduce imports from current levels rather than increase them.

Talks on the draft rules package between about 20 of the key traders taking part in the 108-nation round were reconvened late yesterday by Mr Arthur Dunkel, director general of the General Agreement on Tariffs and Trade.

The US also gave the EC further details of what it is prepared to offer on reducing very high textile tariffs, a key Community demand, in return for EC concessions on reducing or eliminating tariffs in other sectors, notably electronics.

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Government concedes self-regulatory body is ineffective

Press review produces pledge to curb bugging

By Ivo Dawney and Raymond Snoddy

THE government yesterday pledged immediate steps to make electronic bugging and trespass criminal offences and promised serious consideration of a civil remedy against undue intrusion into privacy.

But it stopped short of backing the central plank of Sir David Calcutt's report into press regulation that proposed the replacement of the widely criticised Press Complaints Commission with a powerful statutory tribunal.

Mr Peter Brooke, the heritage secretary, endorsed as "compelling" the report's conclusions that the self-regulatory PCC was neither effective nor truly independent.

After cabinet discussions of the report yesterday, however, Mr Brooke told the House of Commons that a statutory body would have a constitutional significance that departed from Britain's traditional approach to press regulation. "In the light of these considerations, the govern-

ment would be extremely reluctant to pursue that route," he said. The publication of his damning review came as two UK newspapers, the Daily Sport and Kent Today, published the transcript of an alleged intimate telephone call between Prince Charles and Mrs Camilla Parker Bowles.

Sir David's report recommended the creation of a statutory tribunal which would have the power to fine newspapers up to 1 per cent of their net annual revenue. Such a tribunal would also be able to use injunctions to restrain newspapers from breaching a statutory code.

It is clear that government plans to take up Sir David's suggestion made in his 1990 report, that criminal offences should be created to try to prevent intrusion, for the purpose of publication, using electronic listening devices and long-lens cameras.

Sir David suggested fines of up to £5,000 but not prison sentences for those found guilty. The government is also pre-

pared to give serious consideration to creating a sort of invasion of privacy, allowing aggrieved parties to seek redress through civil action, and look again at existing legislation on data protection and interception of telephone calls.

Sir David's attack on the PCC partly because it had not been set up in the way he had outlined in his original report but also because he thought it had not done enough in celebrated cases involving the Princess of Wales or Mr David Mellor, the former heritage secretary.

The PCC has decided, for instance, that although there had been complaints about the printing of topless photographs of the Duchess of York not to get publicly directly involved.

The report was widely criticised by the newspaper industry yesterday. Mr Andrew Neil, editor of the Sunday Times, said if all the Calcutt recommendations were implemented it would amount to the most extensive censorship there had ever been in Britain in peace-



Peter Brooke yesterday: "compelling" conclusions

Opposition among MPs to police shake-up

By Philip Stephens, Political Editor

RADICAL PLANS proposed by Mr Kenneth Clarke to reorganise the police look set to be scaled back after running into strong opposition from the home secretary's cabinet colleagues.

Mr William Waldegrave, public service minister, and Mr Douglas Hurd, foreign secretary, have joined Mr Michael Howard, environment secretary, in opposing plans which would deprive local authorities of any real control of local forces in England and Wales.

Mr David Hunt, the Welsh secretary, has also voiced opposition to the plan to shift all police funding to Whitehall and deprive elected councils of their majorities on local police committees. Mr Ian Lang, the Scottish secretary, has indicated that he would not want to introduce similar arrangements north of the border.

The proposed scheme, ending the present half-and-half arrangements for police funding is being characterised as the virtual nationalisation of police forces.

Mr John Major was due this week to chair a cabinet committee set up to examine the proposals but the meeting was delayed because of the crises in Iraq and Bosnia. Last night, Mr Clarke accused opponents of launching a pre-emptive strike designed to force him to water down the plan.

Mr Clarke is supported by Mr John Patten, education secretary, and Lord Mackay, the lord chancellor. But most of his colleagues want a less ambitious blueprint to preserve a significant role for local authorities in the oversight and funding of the police.

Mr Clarke, who has strong backing from colleagues for his separate drive to reform the pay conditions and internal management of police forces, is expected to respond by offering proposals which transfer fewer powers to Whitehall.

Big industrial power users seek electricity price cuts

By David Lascelles and Paul Abraham

THE UK power generators were inundated with inquiries from industrial users yesterday following the news that the Department of Trade and Industry may allow a special licence for PowerGen to sell electricity cheaply to Imperial Chemical Industries.

Sharp increases in electricity prices over the last two years have been criticised by large industrial users, and they are eager to share in any opportunity to cut power costs.

It is, however, unclear how the government can grant one company - albeit a very large one - special access to cheaper electricity without making similar offers across industry. Even if it does, Power industry sources were warning yesterday that exemptions would only drive up costs for everyone else. Nor was it clear yesterday what stage the talks

had reached. Mr Peter Rost, chairman of the Major Energy Users Council, said he was told before Christmas by Mr Tim Eggar, energy minister, that the separate deal was being negotiated.

Offer, the Office of Electricity Regulation which would actually issue the licence, also confirmed that it was discussing the matter with the DTI. ICI said it was still talking to both the government and the generating companies after 18 months and that no agreement had been reached. The company reiterated that it was deeply concerned about the future of its chlorine and derivatives business which, it said, needed a rapid cut in power costs if they were to survive against overseas competition.

Industrial concern over power prices dates back three years to when the electricity industry was privatised. Subsidies for big electricity users were phased out, leaving large

companies with sharp price increases.

ICI claims that its power bills have gone up 60 per cent since April 1991. It now pays £31 per megawatt hour compared to the £25 which it believes its major German competitors are paying.

Part of the problem lies in the way the UK electricity market works. The privatised power industry included a requirement that power generators sell all their output through the pool, the whole sale market where prices are set every half hour.

But power sold through the pool collects heavy charges for running the UK electricity system, adding 5-10 per to bills. The solution apparently being considered by the DTI is to allow generators to sell a certain amount of power outside the pool, directly to large industrial customers. These deals would bypass the pool charges.

N-levy unlikely to be used for coal subsidy

By David Owen

THE Department of Trade and Industry is playing down the idea of diverting part of the nuclear levy on electricity bills to other purposes such as subsidising cleaner coal technology.

Such a switch is believed to be among measures under consideration by MPs on the Commons trade and industry select committee, which will unveil proposals to boost the coal sector later this month.

In a confidential memo to the committee the DTI says: "It would not be possible under the Electricity Act 1989 to divert the levy to other purposes such as the funding of the fitting of Flue Gas Desulphurisation to existing coal-fired stations." However... the coal review is considering methods of reducing the price of British coal by pro-

viding support to the industry, for example by subsidy or levy arrangements."

In the six months to last September, Nuclear Electric - the state-owned nuclear power generator - received £632m from the levy to help it finance decommissioning costs of its nuclear plant. This helped it to report a half-yearly operating profit of £255m.

Mr Michael Heseltine, trade and industry secretary, received a non-committal response from the European Commission to his outline proposals for supporting UK coal. writes Andrew Hill in Brussels. He met Mr Karel Van Miert, the new competition commissioner, and Mr Abel Mathus, who has taken over responsibility for energy and transport. Neither was able to comment on the suggestions, which have not yet been adopted by the British cabinet.

Doctors warn of hospital cash crisis

By Alan Pike, Social Affairs Correspondent

DOCTORS' leaders warned yesterday that UK state hospitals are facing their worst funding crisis in 30 years.

A meeting of the British Medical Association council adopted a resolution declaring current funding was "inadequate to deliver fully comprehensive patient care".

BMA leaders say hospitals will have to close wards and cancel operations for the remainder of the financial year because they have already spent their budgets.

The BMA met Mrs Virginia Bottomley, the health secretary, last month to warn her of its concerns over funding. But Dr Jeremy Lee-Potter, chairman of the council, said he was disappointed by her response. "Our impression was that she is going to try to ride out the storm until some new money becomes available in April."

Mrs Bottomley accused the BMA of a "glub response" that disguised the need for doctors to examine ways of using resources more efficiently.

Under the new "system" of NHS funding, hospitals are contracted by health authorities to carry out specified amounts of work during a year. Problems are arising now because some hospitals have already exhausted their budgets.

The BMA says many hospitals will be forced to stop non-emergency work or "solicit business" from GP fundholders, who have alternative sources of funds. It claims this is leading to a two-tier system.

Court told of corruption at BP

By John Mason, Law Courts Correspondent

HIGH level corruption within British Petroleum led to the oil company becoming the victim of extensive fraud over its North Sea investment programme, a court heard yesterday.

Confidential details of tenders submitted for pipes and pumping equipment contracts worth up to £50m were leaked by BP employees to middlemen who passed the information on to European and Japanese companies competing for the business, Southwark Crown Court was told.

The information allowed companies to undercut rivals or push up the final price

charged to BP. Companies such as Thyssen, Suizer Pumps UK and Borsig GMBH, along with Japanese engineering firms were among the beneficiaries of the fraud, Mr Stephen Batten QC, prosecuting for the Serious Fraud Office, said.

On trial are two of the alleged "middlemen", Mr Josef Szrajber of Mayfair, London, and Mr Paolo Sorrelli of Paddington, London.

Both deny seven charges of conspiracy to defraud BP by making use of confidential information relating to contract tenders between 1989 and 1990.

There were three elements to the chain of corruption - the BP staff prepared to leak the information, the middlemen or

"pedlars" who passed it on and the companies willing to pay for it, Mr Batten said.

The corruption within BP's procurement department went to a very high level, he went on.

"Not perhaps to the very top, but certainly the sort of level which must have had good inside information," he said.

One BP employee - referred to as Mr X - was a particularly important source of information. Documents showed the "commissions" - usually three or four per cent of the contract value - were often split three ways between Mr X, Mr Szrajber and Mr Sorrelli.

A Thyssen employee, Mr Manfred Reuss, also took a cut in commissions when his company won a contract, Mr Batten said. Of the middlemen, Mr Sorrelli was the one with the access to BP personnel and Mr Szrajber dealt with the companies prepared to pay for the information.

Records, however, kept by Mr Szrajber, which were seized after his offices were searched in the summer of 1990, gave considerable detail of the corrupt deals and were likely to prove his undoing, Mr Batten said.

One document sent by Mr Sorrelli to Mr Szrajber explained how Mr X would receive half of a four per cent commission as he needed to pay other people in BP's procurement division.

The trial continues today.

Britain in brief



Union seeks recruits from car suppliers

The AEEU engineering and electrical union has launched a campaign to recruit members among suppliers to Nissan's car plant in north-east England.

The AEEU is the only recognised union at the Sunderland plant and its growth in membership there - to about 2,000 out of 4,600 employees has helped to maintain its Tyne-side numbers against a declining national trend.

The union - the second biggest in the UK - hopes that by recruiting members at Nissan suppliers it will strengthen its request for recognition by management, many of which rebuffed formal AEEU approaches when they first moved into the area and have no recognised union on site.

"We have the key - Nissan. We're looking for a knock-on

effect," Mr Davey Hall, AEEU Tyne district secretary, said. "It's a continuous campaign. We'll be on the doorsteps on a number of occasions during 1993."

BCCI unit to wind down

The government's Deposit Protection Board is to run down its unit for dealing with claims from BCCI depositors over the next few months.

The board has now processed most of the claims received, although the total number settled is less than 12,000 to the value of about £50m, compared with a liquidators' estimate of 32,000 UK deposits totalling \$1.1bn in BCCI SA.

Support urged for Thorp plant

Trade union leaders at Sellafield are writing to the nuclear plant's 700 Cumbria-based suppliers this week to enlist their support for a campaign backing the commission of the £2.5bn Thorp reprocessing installation.

Shop stewards are urging suppliers to write to the Pollution Inspectorate emphasising the economic importance of

Thorp - Thermal Oxide Reprocessing Plant - and have included a draft letter for guidance.

The Sellafield unions fear the entire site's future could be jeopardised, with grave economic consequences for west Cumbria, if Thorp is not commissioned.

Call for better copier deals

More than 100 MPs, MEPs and peers are supporting renewed calls for legislation to curb the activities of some photocopy suppliers.

The Campaign to Clean up Copier Contracts says it has won all-party support at Westminster for its efforts to stamp out what it calls malpractice in the supply of photocopies.

The organisation claims to have logged more than 3,000 complaints from customers of photocopying leasing companies.

Campaign critics centre on unfair and onerous contract conditions, high-pressure sales techniques and misrepresentation.

Directors issue tax warning

Tax increases must not form part of the Budget if the fragile economic recovery is to be given a chance, according to the Institute of Directors.

In its budget representations to the chancellor, the IoD - a right-of-centre lobby group - warns that many powerful negative forces could yet upset the recent pick-up in business confidence.

It also called for a radical restructuring of public spending to overcome what it believes are structural rather than cyclical shortcomings of public finances.

More families in need

The number of families receiving income support rose from 2.9m in 1979 to 4.1m in 1989, according to the House of Commons social security committee.

By 1989, 6.98m people were living in households dependent on income support, compared with 4.57m in 1979.

The main groups accounting for this increase were single parents, the unemployed and long-term sick and disabled people.

Over the same period there was a rise of almost 50 per cent in the number of families with incomes below benefit level - up from 2.05m to 2.97m.

Nissan and Vauxhall boost output

By Kevin Done, Motor Industry Correspondent

UK CAR production rose by 4.4 per cent last year helped by a substantial increase in output by Nissan, the Japanese car maker and by Vauxhall, the UK subsidiary of General Motors of the US.

Car production rose to 1,291,281 from 1,239,900 a year earlier, according to figures released yesterday by the Society of Motor Manufacturers and Traders.

Output of commercial vehicles rose by 14.4 per cent

last year to 248,435 from 217,141 in 1991, although output in December alone was 10.2 per cent lower than a year ago at 18,788. In December car production was 19.8 per cent higher than a year ago at 94,652 helped by a 26.6 per cent increase in output for export.

Car output has performed relatively well during the recession with much higher production for export markets largely making up for lower output for the home market.

Production fell by only 4.5 per cent from the peak of 1.3m in 1989 to 1.24m in 1991, despite

a 30.9 per cent fall in UK new car sales in the same period. UK car production is now set to rise significantly throughout the 1990s largely as a result of the three new car plants under development by Nissan, Toyota and Honda.

Nissan's Sunderland plant, in north east England, which began small volume output in 1986, is expected to increase production this year to 270,000 from 178,000 in 1992. The plant is developing a capacity to produce 300,000 cars a year.

At the same time Honda began production in October at

its £300m Swindon plant and Toyota started output last month at its £700m car plant at Burnaston, near Derby.

The SMMT's latest forecast predicts UK car production will rise to 1.4m this year and increase to 1.5m in 1994. UK car output reached its previous peak in 1972 at 1.82m, but declined rapidly in the following decade to reach a low of only 888,000 in 1982. DRI Europe, the UK-based automotive analysts, said in its latest analysis that car production could exceed the earlier peak by 1997 rising to 2m.

'Minor miracle' eases threat to Shetland Isles

The rapid dispersal of the 84,500 tonnes of oil from the wrecked Braer has been "a minor miracle", the Shetland Islands council said yesterday.

Maps drawn up daily at the council's emergency centre at Sumburgh Head, the southern tip of the islands where the tanker hit the rocks, show that the slick has shrunk sharply since the weekend. Most of the original patches of thick black oil have broken up under the impact of ferocious weather into thin sheens and patches of "grey lines".

Oil is visible on a handful of beaches: the area around the tanker including Quendale, Sumburgh and St Ninian's Bays and Bigton Wick. But dispersal has been much faster than in other spills because the Braer's cargo was relatively light Norwegian crude.

Scientists in the Shetlands are more confident too that much of the Braer's heavier "bunker" or fuel oil has also dispersed. The council said yesterday: "It is some days since the tanker appeared on the maps except in the immediate vicinity of the wreck - although it is not impossible that some may still be on board." The only current sightings are at Garth Wick, a small bay north of the wreck.

The massive pounding by the waves has broken the oil into ever smaller droplets, enabling it to sink, when bacteria will break it down. To monitor exactly how far these particles are spreading, scientists from the Scottish Office Agriculture and Fisheries department have been on board the research

Bronwen Maddox on the effects of the Braer oil spill

vessel *Chapra* since January 11 and will take samples of sand, water, shellfish, and plankton for another week.

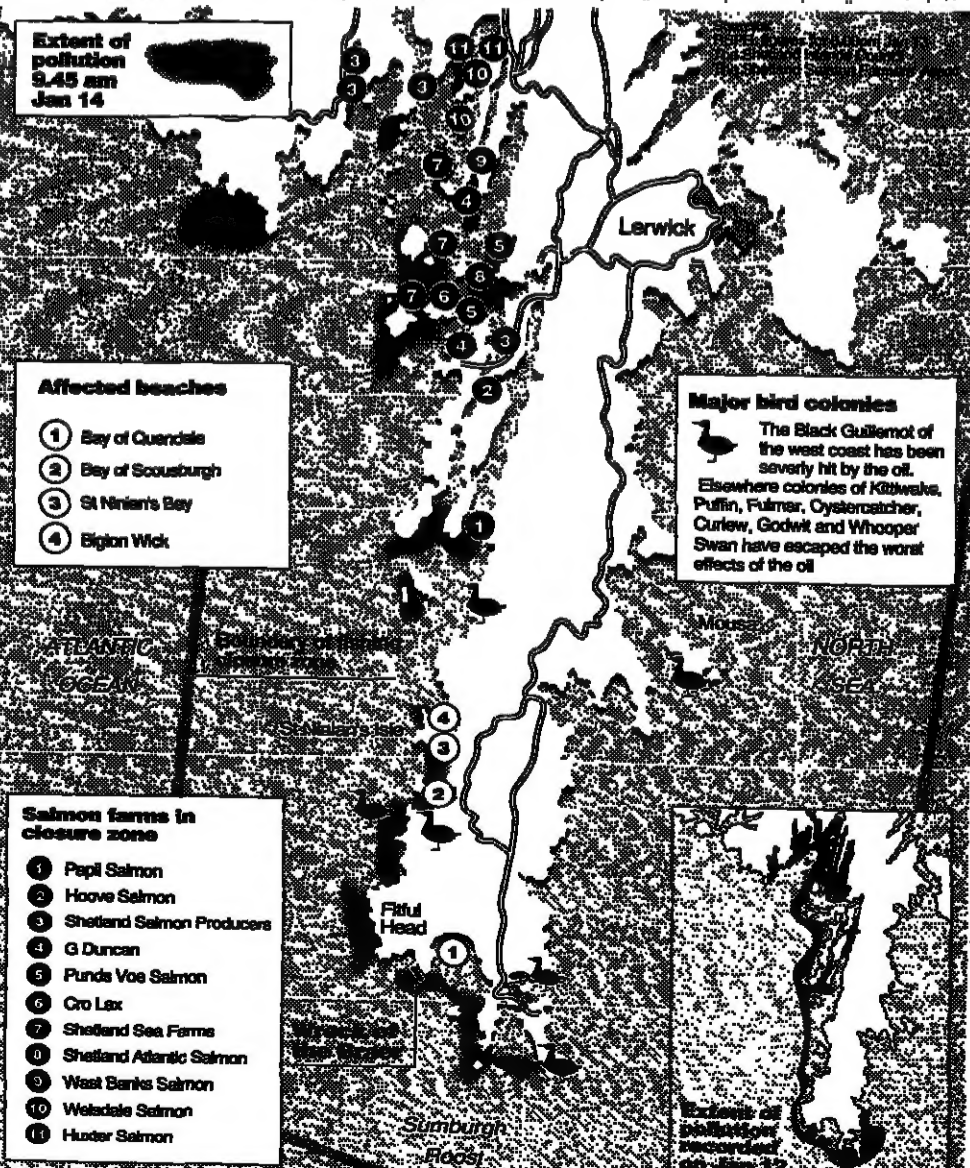
Mr Barry Lester, of the Department of Transport Marine Pollution Control Unit, which is in charge of the Shetland clean-up, said: "It is too early for scientists to give conclusions, but it seems highly unlikely that much oil has settled on the seabed."

A week ago the Scottish Office banned fishing or harvesting of salmon in a 400,000 square mile area around the spill. The 16 salmon farms in the zone account for around a quarter of Shetland's salmon farming: 10,500 tonnes last year, worth £55m.

Mr Scott Findlay of the Shetland Salmon Farmers' Association says: "The way it looks now, only farms within the closure zone are affected by the sheen, and rigorous scientific testing is now underway to see the effect on the fish. There have been no salmon mortalities whatsoever, and there is no chance tainted fish will ever enter the food chain."

Environmentalists, too, sounded distinctly more optimistic than they did last week. Mr David Mitchell of the Royal Society for the Protection of Birds, which has counted 750 dead birds so far, said "it is unlikely that there will be many more bird killings".

The legacy of the Braer



Dispersal of the oil has removed much of the risk to migratory birds, which will start flying in to breed within two months. "If the oil had stayed as a slick it would really have hurt the puffins

and guillemots - their main habit is loafing around on the water off the breeding cliffs," Mr Mitchell said. He warned that black guillemots have been badly hurt by the slick. "We know of over 100 dead in a

fairly restricted area, and we think that it may have been almost completely wiped out in some areas near the tanker. There will be recolonisation but it will be slow - this bird lays only one egg a year."

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Yorkshire Water is peeling away layers of old management thinking, reports Angus Foster

Stirring up the waters



Greater expenditure on technology is complementing the new structure

The difficult transition from public to private ownership has thrown up strange watchwords at Yorkshire Water, one of Britain's 10 water and sewerage companies privatised in 1989. Onions, Maces and Matsushita are just some of the management tools Yorkshire hopes will prompt a revolution.

Yorkshire's problem, according to senior managers, is that the structure and ethos inherited from pre-privatisation days do not suit the private sector. In places the company is overmanned and inefficient. Its management style remains too hierarchical, with little information flow except from top to bottom.

"As an ex-public sector, ex-nationalised industry, we have an attitude of saying 'No,'" according to Trevor Newton, group managing director. Since 1990 Yorkshire has hired management consultants, sent Newton to Harvard University for three months and organised a series of workshops for managers. As a result, it has introduced a three-pronged plan - probably the most radical in the water industry - to restructure its business and change its culture.

The first prong, known as Onion, will strip away non-essential services, such as pipe laying, from the "core", regulated business. These services will have to compete in the private sector or be closed.

Last year, Yorkshire and its consultants decided that 21 of its 40 areas of business, or about 65 per cent of employees, could - over time - be put outside the core.

From next April, Yorkshire will change its structure from one based on 10 geographical regions to one based on functions, like water resources. About 100 middle to senior managers will leave the company through voluntary severance because of the change.

The largest business so far placed outside the core is Leeds Pipeline Services, a new company made up of about 60 former employees, involved in laying and maintaining water mains. It still relies on contracts from the core for most of its business. But John Fenwick, operations manager, hopes to increase non-core work to 30 per cent in the next few years.

Because work is now carried out at market prices, rather than cost, there is an incentive for LPS to maximise profit by finishing contracts early. Strict job demarcation rules have been changed and efficiency gains, which used to lead to job cuts, now mean LPS can bid for more work. Fenwick estimated time lost due to sickness and other absences has been cut by 100 hours to 150 hours a week.

Previously sceptical employees are beginning to accept the changes. Steve Pennistone, a senior

shop steward, said: "So far they've stuck to their promises. It's running much more efficiently and the lads are doing better out of it."

A £750 bonus paid because performance was ahead of targets helped win employee support. Staff also noticed LPS continued to recruit workers when other companies in Leeds were laying them off.

Some employees are less happy, complaining that the drive for profit will compromise service and quality. Others say the new system has created divisions within Yorkshire Water and its management. And the hidden costs of contracting out - such as stricter and more costly monitoring of contractors' performance - are not yet visible.

John Taylor, Yorkshire's deputy

managing director, acknowledged that forcing change could be disruptive. But he hopes LPS's example will prove a strong incentive.

Another understated incentive is that areas which do not welcome change could lose work and jobs to areas which do.

Yorkshire's second prong is Mace, an acronym for a £75m new technology programme which could lead to greater efficiencies and further contracting out of tasks. One area being studied, for example, is the use of sensors and telemetry to identify illegal toxic waste before it reaches a sewage plant and relay this information to a central control. The sewage treatment process could then be adjusted remotely. If they are to succeed, Onion and

Mace require another change - in Yorkshire's managers and staff. Although progress was made in the 1980s, Newton believes the company is still too hierarchical. Communication between employees and managers is poor, achievement often goes unrewarded and ideas still largely come from the top.

This works against Onion and dilutes Mace. Water companies are also being told by the regulator to improve customer service standards, so Yorkshire and its employees have to become more open and responsive to change.

The new strategy was presented to Yorkshire's 100 senior managers in February 1991. They were told to spread cultural change through the company, "energise" their people, be more positive, communicate with and empower their staff and recognise their successes. Drawing on the example of Matsushita, the Japanese electronics company, Yorkshire employees were told that profit was a by-product of business, not the only aim.

The response was mixed. Newton said that about 50 of Yorkshire's 100 senior managers agree fully with the changes.

Ideas are starting to flow up management lines instead of down and managers are learning to recognise and reward good work. Most recognition is informal, like "saying 'thank you' and drinks after work," Newton said. A financial reward system, which only applied to senior management, has been scrapped. Instead, Yorkshire is studying a company-wide system based on performance.

There has been opposition among some managers to specific changes, for example an annual company-wide opinion survey asking employees what they thought of their managers.

Newton's test for change has led to uncertainty about job security. His methods have also been unconventional. For example, he issued a memo banning team briefings in order "to improve communications". He felt Yorkshire's team briefings did not work because they only allowed information to flow from the top downwards.

Yorkshire has organised "learning, coaching and counselling" sessions where staff are taught what to expect of managers under the new system. "The way to change managers is to change the expectations of their people," according to Newton.

But he and his fellow converts admit, as products of the hierarchical public sector themselves, that some managers will never change. "I've also been brought up in an environment of shouting at people to get things done. Some people don't recognise this has to change. They will either get driven out by their people, or by me."

Why actions really do speak louder than words

Christopher Lorenz challenges a new business thesis



THE WORLDS of religion and politics are littered with living examples of the dictum that there is nothing more powerful - nor, sometimes, more dangerous - than the dogma of a convert. In management, the same phenomenon makes far too many executives chase in zig-zag fashion after such either-or dogmas as organisational decentralisation or centralisation, diversity or focus, and employee involvement or control.

The self-delusion - and corporate risk-taking - practised by such managerial fashion followers is the target of an ambitious new book, *Beyond the Hype*, which has caused quite a stir in the US, especially around its three authors' home base of the Harvard Business School. Its central message is undoubtedly sensible: that persuasive language (or "rhetoric") plays an under-valued part in management. But the book's impact is diminished by its own degree of dogmatism. That, in turn, flows from the fact that its two main authors, Robert Eccles and Nitin Nohria, are themselves fresh converts from the hype which they now criticise.

Two years ago, when most business academics were waxing lyrical about the need for "new managerial practices" for an age of new organisations, Eccles and Nohria wrote a working paper called "The post-structuralist organisation" on life after bureaucracy.

But within five months they began to doubt their case. This was partly because they found less new actual organisational practice than they had expected and partly because they became smitten by rhetorical theory. They concluded that, though the rhetoric of management has changed sharply in recent decades, its actual principles and practice have stayed very much the same. "Leading-edge companies are not doing anything very different," they claim.

Among today's "new" management concepts which turn out to have been quite common throughout this century, Eccles and Nohria cite cross-functional collaboration plus the production of quality

products and the provision of responsive customer service. "Who could argue with such advice?" asks the duo. "When did managers think - let alone say - they were doing otherwise?"

Think about the last question for a moment, and you will see Eccles and Nohria sliding off the rails - gently in their suggestion that there is nothing new in "new" practices.

Their assertion that there are few new management concepts may shock ill-informed executives who have gleaned their ideas from airport bookstalls and the more superficial type of business school

It is plain wrong to claim that companies have always been as concerned as they are now with quality and customer-responsiveness. Small, leading-edge enterprises, perhaps, plus a few highly-adaptive large ones, such as 3M.

But if this were really true for a broad swathe of US companies, they would never have alienated millions of customers by producing so many ill-designed, poor quality cars, air-conditioners and other products in the 1960s and 1970s, leaving a yawning door for the Japanese to push open. Just because ideas similar to today's have been expressed intermittently throughout the century does not mean that they have been practised widely - far from it.

The same goes for all the "human resources" (people) aspects of today's organisational principles and practices. Just because delegation and cross-functional communication - two principles of "empowered" and "horizontal" organisations - have been bandied about since the 1920s, it does not mean they have been thick on the ground in reality.

What has altered the way executives do their jobs has been the changing practical context within which such principles are now propagated. Terms such as "delegation" meant one thing to managers within the sort of steeply-hierarchical bureaucracy typical of the 1920s, 1950s and 1970s.

They mean quite another (and much more) within today's shallow, delayed hierarchies, where instead of having only five people reporting to them, many managers now have 25 or more. In such circumstances, delegated authority and decentralised responsibility really do mean what they say.

Which leaves one with the thought that the Eccles-Nohria argument sometimes heeds on its head. Rather than rhetoric being forever changed to reflect the unaltered "essence of management", as they put it, language often changes more slowly than the managerial behaviour which it describes. Harvard professors, please take note.

*Written with James Berkley. Harvard Business School Press. \$24.95 in US, £19.95 in UK.

It is plain wrong to claim that companies have always been as concerned as they are now with quality and customer-responsiveness

courses. But well-read managers, gurus and academics will be entirely unsurprised.

One of the chief butts of their criticism, Tom Peters, the guru, has always been the first to credit the early progenitors of many of the concepts to which he and others today attach jazy names.

What Peters and the best of his fellow pundits have done is not just to re-name and regurgitate old concepts, as Eccles and Nohria suggest. Instead, they have made some of them comprehensible to lay people and re-worked others to adapt them to today's context.

Thus the concept of corporate "core competences", popularised in the last couple of years to great effect by C. K. Prahalad and Gary Hamel, may well have been developed from the ideas of more than 30 years ago. But their new formulation has an added twist to it: the notion that a company's competence, however strong, is of little value unless it is so distinctive as to be virtually unique.

So much for rhetoric. When it comes to real action the Eccles-Nohria case quite jumps the rails.

LEGAL NOTICES

Company No. 188597
MAGNET SCIENTIFIC LIMITED
(the "Company")
NOTICE IS HEREBY GIVEN pursuant to section 175(1) of the Companies Act 1985 as by resolutions agreed to by the shareholders of the Company at a general meeting held on 14th January 1993, a payment out of capital by the Company for the purpose of the Company's acquiring £4,000 of its own shares by purchase from the registered holder of them at a price of £1.20 per share was approved. The total amount of the permissible capital payment for the shares in question is £188,256. The Statutory Declaration of the Directors and the Auditors' Report required by section 173 of the Companies Act 1985 in relation to such capital payment are available for inspection at the Company's registered office. Any member of the Company may at any time within the five weeks immediately following the date on which such resolution was passed inspect and copy the Statutory Declaration of the Directors and the Auditors' Report in the Court under section 176 of the Companies Act 1985 for an order prohibiting the payment.

Registered Office: BYRON OF THE ROAD, 1-3 Broad Street, Dr. P.J. Patten, Secretary, Oxford OX1 3AW, dated 14 January 1993.

In the High Court of Justice No. 1007 of 1994
Chancery Division
Case No. 1007 of 1994
In the Matter of E.C. Case Limited

And in the Matter of the Companies Act 1985
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TO ALL SHAREHOLDERS OF E.C. CASES LIMITED
TAKES NOTICE that on 28th December 1992, the Joint Liquidators of E.C. Case Limited and E.C. Cases Limited (the "Companies") have received from the Registrar of Companies a copy of the Court's order under section 176 of the Companies Act 1985, which has permitted the Companies to pay out of capital a sum of £1,000,000 for the purpose of purchasing their own shares. The Companies are now in a position to offer to purchase the shares of the Companies at a price of £1.00 per share. The offer is open for acceptance until 31st January 1993. Shareholders who wish to take advantage of the offer should contact the Joint Liquidators at the address below.

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10 Broad Street, D.M. Middleton, Joint Administrative Receivers, dated 12 January 1993.

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TECHNOLOGY

At the Australian Open, beginning Monday, a computer will be calling the shots, reports Charles Arthur

A new player on the tennis court

Perhaps when John McEnroe retired from full-time professional tennis last December, he stopped too soon. Next Monday, the Australian Open tennis championships begin at Flinders Park in Melbourne, using a computerised system derived from a weapons tracking machine to call the lines. No more linespeople. No more disputed calls. No more arguments with the umpire.

The technology to be used on the three main show courts at Flinders Park has taken five years to develop. It requires costly alterations to the existing courts, but should save frazzled umpires working in heats of up to 100 deg F from disputes.

In tennis, a ball that touches any part of the line – however narrowly – is in; but deciding that with a ball travelling at up to 100 mph exhausts the human eye. Also, two people in different places can see two results, leading to the sort of arguments that McEnroe became so notorious for in his time.

The new system was developed by John Baxter and Bruce Candy at an Adelaide-based company called Tel (for Tennis Electronic Lines), where they applied their knowledge of weapons detection and radio systems to tennis.

The entire court on which the system is to be used must first be relaid. Flat cables 60 centimetres wide are set about one cm underneath the positions where the lines

(about five cm wide) will be. Then the new court (of rubberised concrete in the case of Flinders Park) is poured on and the lines painted down the centres of the cables. The cost of doing that on the three show courts at Flinders Park came to more than £130,000.

The rubber cores of the tennis balls to be used incorporate a tiny quantity of iron particles – not enough to alter their playing characteristics, but sufficient to disturb a magnetic field (generated by an electric current) around the lines.

An on-court computer monitors these variations and decides where, over 30 cm either side of the line, the ball hit the court. The result is fed to a monitor at the umpire's chair. Tel says it is accurate to within three millimetres; only the best linespeople are consistently accurate to within a centimetre.

The system was used at last September's US Open which, like the Australian Open and Wimbledon, is one of the four main "Grand Slam" tournaments in the tennis calendar. Although the Australian authorities intend this year to use it only in the over-35s event, Geoff Pollard, chief executive of Tennis Australia, which runs the tournament, says: "It's years ahead of anything else, and we would not be bothering to experiment with it if in a couple of years we did not intend to use it."

Pollard acknowledges that the system "has the potential to erad-

icate disputes over line calls forever" but also that it "raises questions about the future culture of professional tennis".

Brian Williams, managing director of Tel, is seeking an agreement from the Association of Tennis Professionals, which runs the men's professional game. "I'm waiting for their approval of it for international play," he says.

"That has been the hardest part – not the development, but the politics. The ATP is afraid that players will demand it on all courts, which would put quite a financial burden on tournaments." But it would cut the number of linespeople needed on a court significantly – from the usual complement of the umpire and 10 people to the umpire, net-cord judge and foot-fault judge (on the baseline). And for Tel, equipping the 81 men's events and 60 women's events would be a financial bonanza.

However, because Tel presently cannot function on the portable courts commonly used during the indoor season of the men's game, that prospect may be a little way off. Williams reckons it will cost another year and \$500,000 (£225,000) to develop such a system; after the \$4.5m that has gone into development so far, that will not seem much. And he also expects soon to be installing the system on clay courts in Monte Carlo, and possibly later underneath grass courts. The signs are that the professionals at least will quickly adapt to a



John McEnroe: computerised calls may have led to fewer arguments with umpires

system without human frailty. They have long since grown used to the "Cyclops" machine, which is used to call the service line – which the ball crosses at up to 130mph – at most major tournaments. This uses four laser beams crossing the court on and near the line; depending which order the ball breaks them, the system deduces whether the

ball was in or not.

Cyclops first came into use in 1980, and most players accepted it as an accurate arbiter – even McEnroe. But some people are never satisfied. Once, he complained during a match that it was giving wrong calls: "I don't want to sound paranoid," he said later, "but that machine knows who I am."

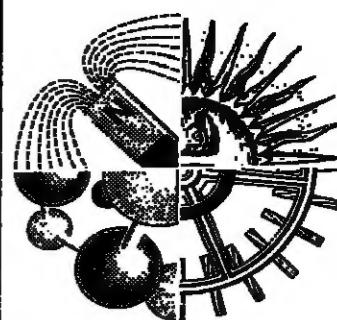
claims the combination of kit assembled in Manchester is unique. It uses the flexibility of a Unix operating system, combining Apple and Hewlett Packard equipment with Rank Xerox's own.

Pictures, artwork and graphics can be scanned in, while text comes in word-processed, digital form. Rank Xerox's own cut and paste system allows electronic assembly and page editing, while computerised imposition makes sure they are produced and copied in the right order. Programmed collation puts them together, while automatic binding turns them into book form.

Russell Forsyth, Xerox's accounts manager for local government,

Ian Hamilton Fazey

Worth Watching - Andrew Fisher



Safer hands at the wheel

A Scottish company has developed a car horn switch using membrane technology that provides more space for an airbag in the steering wheel centre. It will allow airbags to be fitted into any model and eliminate the possibility of dangerous fragments flying about when they are activated.

The strong, flat, safe switch from John McGivigan Automotive Products can be made for any wheel design. With few components and easy to assemble, it should save costs.

The switch will enable more controls, such as radio and light switches, to be fitted in the steering wheel, allowing the driver to keep both hands on the wheel while using them. John McGivigan: UK, 041 7765281.

Silent phone language

Deaf people will be able to talk to each other by telephone with a videophone being developed by British Telecom. BT claims it is the only company working on a system aimed at people who are deaf or have impaired hearing. Users could use sign language and lip-reading on the screen.

A video link would solve the problems of textphones, which are slow to use and thus cost more than speech phones. BT says sign language is as fast as speech and more acceptable than text. BT is refining the system after field trials and examining ways of reducing costs. BT Laboratories: UK, 0473 647448.

Absorbing the bounce

English Architectural Glazing has developed a blast-resistant glazed cladding system, providing extra protection against bomb attack, writes Richard Lepper.

EAG's glass cladding is designed to bend rather than fracture with the force of a blast – like a tennis racket hit by a ball.

The system uses frames of a special aluminium alloy. Transoms and mullions are marginally wider than those used in conventional building design, helping keep the glass in its frame. But Norman Sheldrake, managing director, says they are narrower than in other blast-proof cladding systems. The EAG system differs little in appearance or cost from standard claddings. EAG: UK, 0638 510000.

Western training goes east

Four programmers from the Moscow Oil Refinery found language barriers falling when they attended a course at Independent Computer Solutions, a London consultancy.

ICOS sees a growing market in training programmers from eastern Europe. That for the Moscow programmers was aimed at giving them a thorough knowledge of Paradox, a database language for PCs. "The biggest obstacle was the language barrier," says Ian Lucas, ICOS training manager. "All communication was effectively carried out through Paradox. The computer became the tool with which cultural and language barriers were demolished."

Moscow will send over more programmers. ICOS has employed a Russian-speaking instructor to help its east European push. ICOS: UK, 071 4940010.

Pump device plugs leaks

To guard against leakages of toxic or flammable materials, David Brown Pumps has introduced a device which can be attached to a standard double seal assembly on any pump. It eliminates leaks of liquids or gases during the pump's operation and shuts down in the event of failure.

The unit is designed to operate under any pressure (however wildly fluctuating), with any fluid (however dirty), and at any temperature (however extreme). It uses a piston, moving vertically in a cylinder, to separate a clean barrier fluid above from the hazardous fluid transported below. It needs no electrical power, air or coolant supply. David Brown: UK, 0238 763311.

The first race of the 2000 Olympics begins on February 1. On that Monday, each city competing for the Games has to submit 30 copies of its final draft bid document to the International Olympic Committee in Lausanne.

This will be equivalent to Beijing, Berlin, Brasilia, Manchester, Milan and Sydney taking to their marks. They will be held in the "set" position for two weeks while IOC officials decide what amendments they want. The winner will be the first to produce 300 copies of an amended, completed document.

The prize will be the undivided attention of IOC members before the second-placed city's bid arrives.

An Olympic paperchase

The IOC will make its choice of venue for the 2000 Olympics as early as September of this year.

The IOC wants simple bid documents in standard A4 size, printed on both sides to reduce weight and designed to make it easy to copy broken-out sections for experts to study particular details.

Since each bid document will run to hundreds of pages and several volumes, the race is a production management challenge. Manchester has decided to do the job in six days

with the help of Rank Xerox.

Its bid document will total 520 pages in three volumes, with parallel columns of English and French. Since some sections and illustrations will be in colour, potential problems seem enormous. If text is lengthened or shortened, or some illustrations have to be changed or dropped, the whole running order of pages could be affected.

Conventional printing methods could make this a nightmare. Just getting the imposition of pages cor-

rect on the presses, so they appeared in correct order in the finished product, would be difficult in a rush. Remaking hundreds of printing plates would also be time-consuming and expensive.

Manchester's approach will be to marry the converging high technologies of laser scanning and printing with photocopying, so that printing presses – and plates for them – will not be involved.

Russell Forsyth, Xerox's accounts manager for local government,

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☐ 8 Other International Investments
☐ 9 None

PEOPLE

Having 'a go at the Acas job'

John Hougham believes it is the improved industrial relations at Ford of Britain, where he has been head of personnel for the past eight years, that has won him what is probably the top job in British industrial relations – chairman of Acas, the government conciliation service. The job was publicly advertised for the first time and attracted a strong field – including Brenda Dean, the former print union boss, and Mike Bett, deputy chairman of BT.

Since there have been fewer big industrial disputes in recent years, the organisation has had a lower profile; and its association with the corporatism of the 1970s has even placed a question mark over its future.

But the appointment of a personnel heavyweight like Hougham, who replaces Sir Douglas Smith, the current chairman, on February 19, suggests that Acas's work, especially in the growth area of individual conciliation between employers and employees, continues to be valued. Thanks to the work of Acas only one-third of 1991's 60,000 individual



conciliation cases ended up at industrial tribunals.

To some people, Hougham was a surprise choice but he comes with praise from both sides of industry. According to Jimmy Airlie, the main car industry official for the AEEU craft union, he is "tough but shrewd".

Following record losses, Ford is currently in the middle of a big job shedding programme, but Hougham, 55, who is formally retiring from the company, leaving it 30 years to the day after joining it as a gradu-

ate trainee in 1963, insists that he is not running away. "In some ways I regret going now but I think we are on course to come out of this difficult period – and who in the personnel world would not want a go at the Acas job?" he says. But he is reluctant to describe any new plans he might have for Acas – "that would be arrogant".

From the perspective of a junior personnel official at Dagenham in the early 1970s he would not have recognised the current calm in British industrial relations. "The changes are not wholly or even mostly to do with changes in the law, the biggest change is the realisation of the need to compete," he says. The biggest change he is likely to have to deal with at Acas will be the increased workload from the public sector.

He will be paid just over £60,000, down from the £80,000-plus earned by Sir Douglas, and less than his undisclosed current salary. "I'm not doing this to become a wealthy man," he says.

Replacing him as head of personnel at Ford is Bob Hill.

'Heavyweights with strong views' picked for Arjo-Wiggins Appleton

Arjo-Wiggins Appleton, the Franco-British paper group, has made a series of appointments which it hopes will reassure its British shareholders. Last year the company had a torrid relationship with its main shareholders following the sacking of its British chief executive, the resignation of a senior British non-executive director and its decision to cut the dividend.

So now AWA has appointed two British non-executive directors, George Loudon and Sir Charles Powell, both described by the company as "heavyweights with strong views".

These appointments redress the balance on the board between French and British non-executives to three each. British investors have been concerned that St Louis, a French group with 39.6 per cent of AWA's shares, has been exercising too much control, to the detriment of majority



shareholders.

Loudon is a former director of Midland Bank and chairman and chief executive of its investment banking subsidiary, Midland Montagu. Previously he spent 12 years with AMRO, the largest Dutch bank.

Sir Charles Powell, Margaret Thatcher's former foreign policy adviser, is a non-executive director of the Jardine Math-

eson group of companies, of NatWest – and chairman of its international advisory board – and of Tiphook, the container group.

At the same time, Gordon Bond, chief operating officer of the highly successful US operations, has been appointed chief executive of the printing and writing paper operations in Europe. This involves responsibility for the European carbonless papers, fine papers and coated papers divisions. He will also be in charge of Ceasa, the group's pulp mill in Spain.

Bond is being replaced in the US by Dale Schumaker, currently chief operating officer of Appleton Papers.

Meanwhile, Ian Kennedy, formerly an executive director at AWA and a non-executive since July 1992, has resigned, having reached normal retirement age.

Watkins turns up at Binatone

Gulu Lalvani, multi-millionaire Asian entrepreneur, founder of privately-owned Binatone, the consumer electronics group, and the man who gave Alan Sugar his first break in 1968, has now poached one of the Amstrad chairman's key aides.

This week Amstrad announced the resignation of Robert Watkins, technical director, in a terse statement. Now, less than 24-hours later, it emerges that Watkins, who has been Amstrad's technical and manufacturing director since April 1983 and was the second highest paid director after Sugar himself, is to be Binatone's new group managing director.

Watkins, who joined Amstrad in 1976, is credited with helping develop many of Amstrad's "blockbuster" products which fueled the group's phenomenal success in the 1980s when turnover peaked at over £600m.

At Binatone he will be responsible for UK and Hong Kong operations, reporting directly to the chairman. Yesterday, Lalvani, a marketing wiz who has built Binatone into a £30m-a-year group now headquartered in Hong Kong, said: "Bob's appointment will help accelerate Binatone's global expansion by maintaining our innovative edge and making our quality electronics products available to consumers worldwide."

The appointment appears to be a significant coup for Lalvani who has sometimes been described as Alan Sugar's mentor, but who looks increasingly like challenging Amstrad head on in the European consumer electronics market.

Binatone has already topped BT's dominant position in the booming telephone answering machine market in the UK. It also recently bought a significant share in Germany's Loewe Betacom joint venture previously owned by Amstrad's Betacom subsidiary.

The old friendship between Lalvani and Sugar may therefore be becoming a little strained, although the two are still dining partners when the Binatone chairman is in town. Indeed Lalvani warned Sugar over dinner in November that his 30p-a-share buy-back bid for Amstrad would fail – and it did.

The new bible for opera lovers

Max Loppert reviews the latest dictionary in the Grove opus

The original Grove was Sir George Grove (1820-1900). He was a very Victorian sort of polymath: a builder of bridges and lighthouses by profession, a passionate amateur of the arts who inter multa alia conceived of and edited the very first Grove's Dictionary of Music and Musicians.

This was published piecemeal from 1879 onwards, and in complete form in 1890. So far, there have been six editions of the Dictionary. The first five remained more or less small operations under the control of a single editor. Then came Grove 6, published in 1980, and running to 20 volumes, far more than originally planned; it was edited by not just a main "Grove" - Stanley Sadie - but by three senior consulting "Grove" and 32 executive "Grove-lets" in tandem. These facts, and the re-naming of Grove 6 as *The New Grove Dictionary of Music and Musicians* (because almost all articles had of necessity been newly commissioned), may stand as symbols of the growth in the amount and kind of information on musical subjects ready and waiting to be codified to the taste of the late-20th century.

It did not stop there: Grove 6 engendered a mass of offshoots (long articles published as separate paperbacks), and then a couple of bigger developments - among them *The New Grove Dictionary of American Music* - requiring material new as well as redeployed.

Now comes the latest epic of musical explication linking the Macmillan publishing company to the Grove name. *Opera Grove* is likewise edited by Dr Sadie, decked with editorial assistants, and longer than originally intended. It follows the Grove 6 layout and model, and claims "New" in its title for much the same reason as did Grove 6. That is to say: roughly 90 per cent of the articles have been newly commissioned, with the remainder reprinted from Grove 6 (and, on occasion, altered and/or cut without the original writer's sanction, as I can personally testify).

On the other hand, the four volumes stand taller and look even handsomer than

the 20 of Grove 6 (plush red instead of plain brown covers, gilt topping). The statistics relating to their contents - more than 5,700 pages, nearly 3,000 entries on composers and more than 2,500 on singers alone, with many others on related opera performers and departments, technical terms, theatres and cities with operatic links and traditions - are astonishing.

But then, this is altogether a pretty astonishing achievement. The meat of *Opera Grove* lies in its general articles - "Opera" itself, "Libretto" (the longest in the dictionary), "Criticism", "Production",

The dictionary is a monument to the most unstable, labour-intensive, controversial and grandest of the Western performing arts

"Stage Design", "Sociology of opera", and (for its good humour and good sense) Lord Harewood's "Casting" are just some I particularly admire - and in its entries on the composers, these latter stretch wide across the historical span, from the greats to the marginalia: from Mozart to the 17th-century Italian Abbatini and the 19th-century Czech Josef Leopold Zvonar. New to *Opera Grove*, and hugely valuable, are the pieces on the most important individual operas of those composers - from *Figaro* to Puccini's *Abelardo e Eteri* and Schubert's *Die Zwillingsbrüder*.

The more prominent the composer, the longer and more copiously detailed the entry. Ditto the operas themselves. Complaint about the inclusion of lesser-known figures and works from the past seems to me shortsighted; after all, today's Legrenzi may become tomorrow's Cavalli, once

some opera or recording company has newly revealed his merits.

Up-to-date-ness has been achieved, sometimes quite remarkably. William Bolcom, whose first full-scale opera, *McTeague*, had its premiere last October, is in, with eight sensible lines of description on the new opera itself. Indeed, of the noteworthy composers of new operas I have encountered in recent years, only the young Swede Hans Gefors (composer of *Christina*) and the American Meredith Monk (creator of and performer in *Atlas*) lack entries.

This suggests a degree of consistency that, unfortunately, has not been achieved in other subsidiary departments. In his Preface Dr Sadie neatly pre-empted possible criticism on this score: "*The New Grove Dictionary of Opera* has been written by some 1300 people and it no doubt embodies many contradictions."

Nevertheless, the degree and type of inconsistency between articles prove far more considerable than this would seem to suggest. There is a sharp disparity of "tone" between the most abstruse theoretical discussions (e.g. "Analysis"), which seem to have been directed by one academic at another, and most of the rest.

As I recall them (having contributed sections 6 and 7 of "Glück"), the *Opera Grove* author guidelines were primarily concerned with house-style, not substance. For the author this meant welcome freedom from stringent formula-fulfilment; but it has led to a variation in the balance struck between information and evaluation from article to article that will perhaps prove not so welcome to the amateur or newcomer to the subject.

My FT colleagues David Murray ("Strauss"), full of elegantly expressed, theatre-tested perceptions; and Andrew Clements ("Berg", "Henzel" and several later 20th-century figures) are among

those who seem to me to get the balance right. Other longer articles I have read that "say something" beyond the merely factual include Rodney Milnes's characteristically zesty polemic in defence of Massenet, Richard Taruskin brilliantly acute on Prokofiev and Mussorgsky, Julian Budden re-evaluating Puccini with magisterial clarity and fairness, Amanda Glauert's judicious survey of Humperdinck, Richard Osborne's unfailingly lively "Rossini", by contrast, Julian Rushton ("Mozart") and Anthony Hicks ("Handel"), both undoubtedly scholarly in their grasp of fact and text, fail to illuminate their subjects as it were from within.

A more serious inconsistency arises in the longer single-work entries. Some give the details of first casts and those of important revivals, some do not. Some indicate key recordings, all the more important when the work is a rarity, some do not. This particular failure, an editorial rather than an authorial one, is significant. Recordings are for many people the main entry into the world of opera; the *Opera Grove* supply of discographical information is at once parsimonious and frustratingly uneven, leading to the curious situation that so huge and fact-filled a dictionary on opera should nevertheless require other sources of basic information to supplement it. I would have been happy to sacrifice the all-too-numerous entries on minor British singers to fill in at least the basic gaps.

In the matter of the singers' entries, the inconsistencies are of a different but even more troubling order: a favouritism amounting at times to absurdity in coverage of the British, and the sheer disparity in quality between the most illuminating pieces and the thuddingly unilluminating ones - the latter unfortunately far more numerous than the former.

All dictionary-reviewers play the inclu-

sion-exclusion game, and no doubt Dr Sadie is already hardened to its niggly results; but - just to take the example of lower-voiced male singers - it seems to me incomprehensible that the Englishmen Roderick Kennedy, Roderick Earle and Matthew Best, honourable second-rankers all, should have been included (with, however, no mention of Mr Best's conducting sideline) when no place was found for the Frenchman François Le Roux (leading Pélidas of our day), the Russian Vladimir Chernov (newest important "Italian" baritone), or the German Franz Grundheber

One complaint is the uneven supply of discographical information, which is especially frustrating when the work is a rarity

(leading Wozzeck of our day).

What distinguishes the illuminating singer's entry from the opposite kind is difficult to analyse. Still, when examples lie to hand of J. B. Steane and Desmond Shawe-Taylor at their most discerning on the "historical", the reader may well come to regret all the more the prosaic stuff that is poured out to serve the current crop of singers. So many of them are deemed in some way "ideal" or "unrivaled" that the epithets soon lose their clout. This is clearly a part of the same "feel-good" factor that caused, say, Alan Blyth's vivid *Grove 6* summing-up of Gwyneth Jones to lose all mention of the "uncomfortable beat" in her tone when re-cycled in *Opera Grove*; and it often leads to the evasion of all "negative" characteristics, even when these are common knowledge. The situation with regard to other oper-

atic executants is less vexed. Barry Millington's accounts of "controversial" producers such as Ruth Berghaus are a pleasure to read for their lucid, balanced judgment. But still, the matter of who gets in and who does not causes puzzlements. Conductors: Lionel Friend but no Michel Plasson, Mark Ermler, Carlo Rizzi, Paul Daniel, or the late Pierre Dervaux or Charles Groves (musical head of two British opera companies during his lifetime).

Opera-house bosses: the ENO men Arlen, Harewood and Jonas, quite properly, but no Jeremy Isaacs, Nicholas Payne or Elaine Padmore. Critics require also to have produced books or translations to find a place; so it is odd that the FT's Ronald Crichton, William Weaver and Paul Griffiths, all three authors of studies with direct operative connections, have not. As for Dr Sadie's decision to exclude himself, this is modesty gone mad!

Even after so short an acquaintance with *Opera Grove*, I feel strongly that its editorial team badly needed - but failed ever to acquire - the dictionary equivalent of the cinematic Continuity Girl or Boy hovering around the set to ensure that scenes matched up when filmed out of order.

Opera Grove has already been attacked, from the loonier fringes of opera criticism, for an "ideological bias" that runs counter to the notion of opera-as-theatre. For this to be the case, the dictionary would have to show much more care and consistency in organisation and content.

Perhaps this is its saving grace. Probably a more consistent *Opera Grove* could only have been created by a race of operatic *Übermenschen*. Much of it suggests it has been so created: that is the wonder of the achievement. The latest *Grove* issue keeps faith with the bridge- and light-house-building spirit and enterprise of its founding father: it is a monument to the most unstable, labour-intensive, perpetually controversial and grandest of the Western performing arts.

The New Grove Dictionary of Opera, edited by Stanley Sadie. Macmillan, 4 volumes, £250, 5,724 pages

The lure of classical Italy

William Weaver on an exhibition touring the US

When the American painter Benjamin West first saw the Apollo Belvedere during a visit to Rome in 1766, he exclaimed: "How like a Mohawk warrior." What did he mean? His likening that supremely elegant classic figure, clad only in a decorative cape, to an equally naked James Fenimore Cooper hero wearing war-paint and feathers, showed a very 18th-century concept of nobility and a profoundly literary attitude towards native Americans. But the reaction also shows the long association between American artists and Italy.

That relationship, is explored in a carefully selected exhibition first shown at the Boston Museum of Fine Arts, *The Lure of Italy, American Artists and the Italian Experience 1760-1914* (it moves on to Cleveland and Houston). West, later to settle in London, is represented by several works, including a portrait of his wife and their oldest son, called Raphael, and as a further homage to the Renaissance artist, West imitated the pose of the *Madonna della seggiola* - a picture often copied by visiting painters to satisfy requests from art-loving customers back home.

West studied other classical works in Rome, among them the Ara Pacis, whose ritual procession is echoed in his neoclassical composition, *Agrippina Landing at Brindisium with the Ashes of Germanicus*, painted after the artist left Italy and settled in England. His powerful patron the Archbishop of York, who had commissioned the picture, then presented it to the King, who also became a patron of West's.

Foreign travellers in those days tended to give Florence

short shrift while concentrating on Rome, Naples and its nearby Pompeii and Herculaneum. Italy represented classical civilisation and even in portraits, like the 1775 John Singleton Copley double portrait of the wealthy Carolina Marchese and her husband, there are numerous references to Roman and Greek culture: an urn, a column, the Colosseum in the distance and, in the middle ground, the 1st century AD group of Orestes and Electra.

As the 19th century began, a taste for landscape developed; and Lake Nemi, the Alban hills, the campagna with the arches of a solitary Roman aqueduct became standard ingredients of often large paintings. The tone was even more arcaic in the works of Thomas Cole and George Washington, major exponents of the Hudson River school, ready to abandon the untamed nature of wild America for Italian landscape rich in literary resonances.

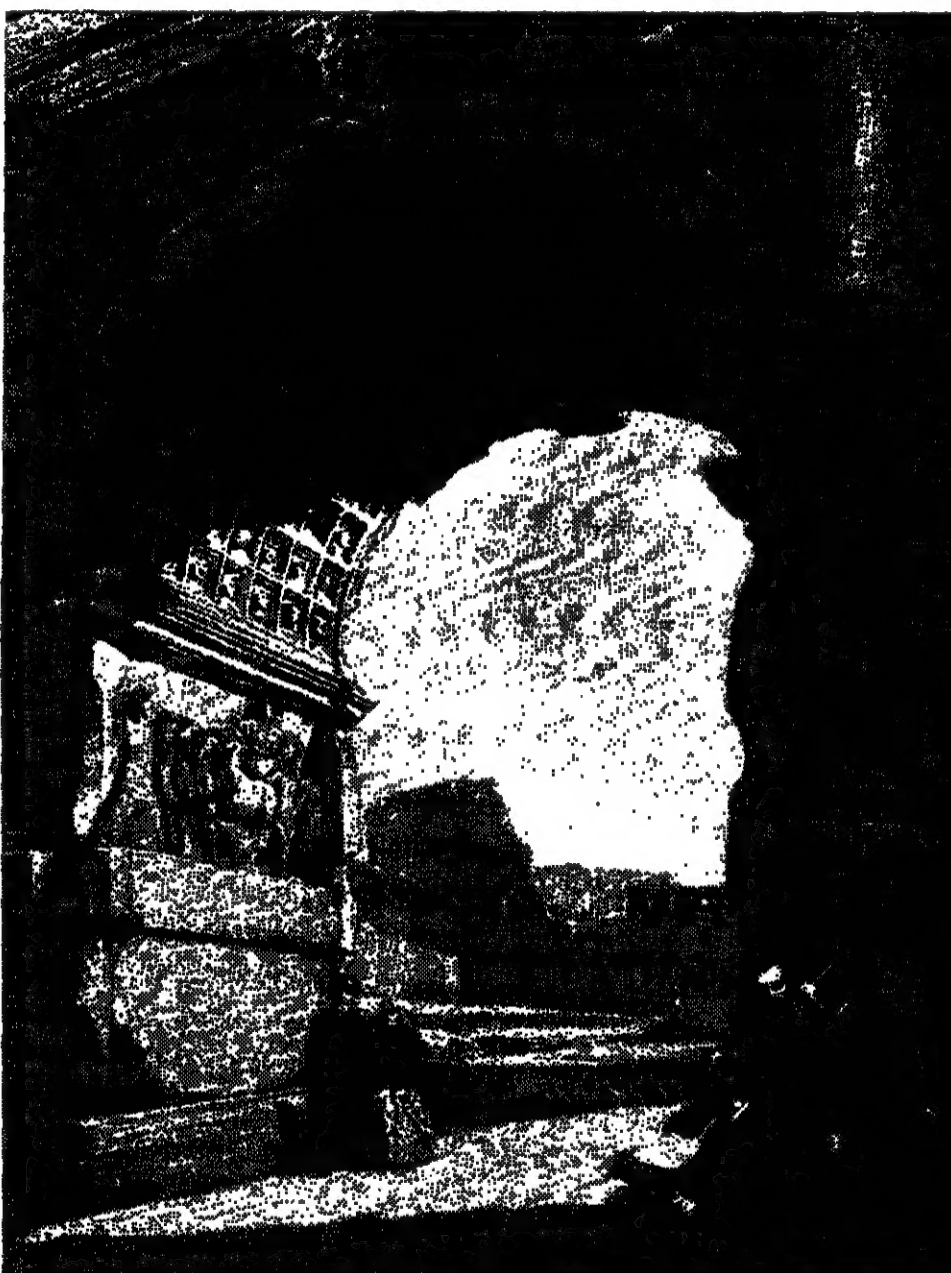
One of the most revealing curiosities of the exhibition is a canvas painted by three men (George Healy, Frederic Church and Jarvis McEntee) in 1871, entitled "Arch of Titus". The arch, framing the colosseum, is certainly the protagonist of the picture, but it also depicts two contemporary groups; one, in the right foreground, comprises the three artists; in the other shows an elderly, white-bearded man strolling with a blond young girl. They are the poet Henry Wadsworth Longfellow and his daughter Edith. Though Longfellow had unkind things to say about Italy he was a devoted scholar of Italian culture and a thoughtful transla-

tor of Dante.

Appreciation of American 19th century sculpture has lagged behind studies of the painting of the period; but this exhibition devotes considerable space to the works of Horatio Greenough (a Canova-like, idealised George Washington), Thomas Crawford, William Wetmore Story, Harriet Hosmer and Randolph Rogers.

Some Americans lived in Italy while remaining indifferent to modern Italy; but others shared in the turmoil and excitement of the Risorgimento years. There are occasional reflections of 19th century reality among the works to be seen: Albert Bierstadt's genre scene at the Portico d'Ottavio fish-market for a Fellinian vivacity, and Martin Johnson Heade's "Roman Newsboys", showing two urchins against a wall with Risorgimento graffiti. The Italian-born, cosmopolitan John Singer Sargent paid long visits to Venice, as he did to Rome. The Whistlers and Sargent in this show are particularly appealing.

Prepared by Boston curator Theodore Stebbins, also responsible for the fine catalogue, *The Lure of Italy* opens at the Cleveland Museum in February, and in May it goes to Houston for six weeks.



"The Arch of Titus", 1871, by G.F.A. Healy, Frederic Church and Jarvis McEntee, a curious painting showing the three artists in the foreground and Longfellow and his daughter under the arch

Opera/Andrew Clements

The ENO's car-lot 'Carmen' returns

David Pountney's car-lot *Carmen*, first seen in 1986, has been revived for a second time by English National Opera. Those who were repelled by it on previous occasions will no doubt stay well clear, but they will deprive themselves of some first-rate performances, not just from Sally Burgess in her return to the title role, but from almost every other member of the cast too.

Truth to tell, Pountney's translations of period and place do very little to illuminate the drama, and perhaps only emphasise that the central issues of *Carmen* are timeless ones. The urban debris of Maria Bjornson's set adds little save a generalised clutter, and for all that modish detail Pountney's production functions very much like a run-of-the-mill neo-realist show. It is post-modernism without any teeth, or a meaningful agenda. Perhaps it is just meant as a send-up, but at least it is one that has the tact to recognise those moments in the opera when real emotions come through. Nothing is done to upset Bizet's careful pacing and the musical text seems a correct, uncontentious one.

It is the energy of the revival, supervised by David Sulkin, that sustains the evening most effectively. Justin Brown conducts a very serviceable account that may not always be absolutely idiomatic but recognises that

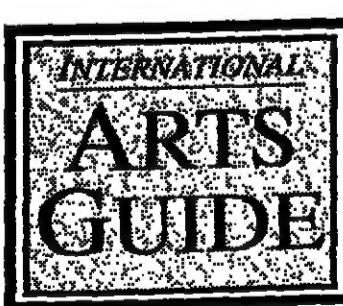
there is no space in this show for contemplation. The pace is never allowed to slacken, and the bustling detail that has gone into the choral work is vividly portrayed; the ENO chorus and the splendid children's groups work very hard indeed.

So too do the principals. Burgess's predatory, physical, exciting *Carmen* is presented with extraordinary vividness, every element of her singing, acting and, crucially speaking, is charged with intensity. She is well matched to Edmund Barham's Don José (new to the production). He sings with massive assurance and much style, and visually gives every sense of a hopeless, doomed victim, with no feeling of male superiority here.

There is a nicely frumpy Micaela from Cathryn Pope, a splendid tarty pair of gypsies from Ethna Robinson and Maria Moll and a growing, convincing Zuniga from Richard Angus. The party piece, though, is Donald Maxwell's glitter-rock Escamillo, all camp and cold, and positively poured into his skin-tight trousers.

Like all jokes, one suspects, the production itself does not repay repeated scrutiny. But the performances do, and that of Ms Burgess especially, which seems to grow steadily in command and compelling intensity.

London Coliseum: performances until February 28. Revival sponsored by Guinness plc



The reopening of the Gemäldegalerie of Old Master paintings in Dresden has been one of the most significant events in the cultural life of the Saxon city since German unification. The museum was built by Gottfried Semper in 1845 to house the rich art collection of the Saxon princes, but by the mid-1980s the fabric of the building had fallen into serious disrepair.

East Germany's Communist government closed the museum in 1988 for a major renovation programme including structural repairs, rewiring, the creation of underground stores and laboratories, and the insertion of climate-control systems, as well as complete redecoration.

Although the budget was cut drastically after the fall of the Berlin Wall, the new political situation allowed free consultation with museums in the West over the latest

technical developments, and also opened the way for western financial support.

Nearly DM100m has been spent so far on the renovation, shared by the Land of Saxony and the federal government. The museum has been returned as closely as possible to the decorative scheme devised by Semper.

Despite some criticism of the way some paintings have been lit or regrouped, the renovation has been enthusiastically received.

At the same time, the Rustkammer - the weapons collection of the Saxon princes dating from the 16th century - has been restored with its original decorative features. While Dresden cherishes its rich cultural heritage, visitors to Munich can admire the remarkable artistic legacy of Frederick the Great of Prussia, in an exhibition mounted by the Foundation of the Hypo-Kulturstiftung at its gallery in Theaterstrasse.

Major works by Rubens, Rembrandt and Van Dyck have come from Frederick the Great's private gallery at Sanssouci in Potsdam and from public collections in New York and Washington.

Antoine Pesne, one of the most important German 18th century portraitists, is represented by 15 paintings. There are also paintings by Watteau and the painter-architect Knobelsdorff, von Graff and Roslin. The exhibition runs till February 28.

EXHIBITIONS GUIDE

AMSTERDAM
Rijksmuseum North
Netherlandish Art 1580-1820.
Ends March 7. Also Gao Qipai (1660-1734) and the Art of Chinese finger painting. Ends Feb 28. Closed Mon
Van Gogh Museum Glasgow
1900. Ends Feb 7. Daily

ANTWERP
Musée Royal des Beaux-Arts
From Bruegel to Rubens: the Golden Century of Flemish Painting 1550-1650. Ends March 8. Closed Mon

BARCELONA
Palau de la Virreina David
Hockney: 73 paintings. Ends Feb 28. Daily

MUSEU PICASSO PICASSO: 180 paintings from the Ludwig Collection. Ends Jan 31. Closed Mon (Carra Montecatini)
Fundació Caixa de Catalunya
Photographic Reporting behind the Iron Curtain 1945-90: a chronicle of events in eastern Europe since the Second World War, with work by more than 40 photographers depicting the Hungarian uprising, the Berlin Wall, Prague Spring, the rise of Solidarity, the arrival of Perestroika and the fall of Ceausescu. Ends Feb 10. Closed Mon

SASLE
Kunstmuseum Five members of Group 53: a retrospective of several Swiss artists, all born between 1900 and 1910, who drew common inspiration from Mattise and Surrealism, and formed a summer artists' colony

In southern France from 1928 to 1935. Ends March 7. Also Gustav Stettler (1912-1982) and Max Kampf (b1913): paintings and drawings by two of the most influential Basle-based artists of this century. Ends Feb 7. Daily

BERLIN
Neue Nationalgalerie Picasso: the post-Guernica period 1937-1973. Ends Feb 21. Closed Mon
Alte Nationalgalerie The Collection of Count Raczynski: Paintings of the late Romantic era. Ends Feb 14. Also Art in Germany 1905-37. Ends April. Closed Mon and Tues

BRISKE Museum Painting and Sculpture of the Brücke. Ends April 4. Closed Tues

DALLAS
Museum of Art The Impressionist and the city: Picasso's series paintings. Ends Jan 31
DRESDEN
Zwinger French porcelain in Dresden: during a visit to Paris in 1809, August I of Saxony received as a gift from Napoleon a collection of French imperial porcelain, about 50 pieces of which have survived in reasonable condition. Ends April 16. Closed Fri

FRANKFURT
Schirn Kunsthalle Edward Hopper (1882-1967): 160 paintings, watercolours and drawings by the realist painter of urban America. Ends Feb 14. Also Gabriele Münter (1877-1962): retrospective of the influential German artist. Ends Feb 10. Daily

LONDON
Royal Academy of Arts The Great Age of British Watercolours: 300 works by Turner, Blake, Cotman and others, illustrating how between 1750 and 1880 the role of landscape painting and the perception of the natural world underwent a series of revolutionary changes. Ends April 11. Also Sickert retrospective. Ends Feb 14. Daily

Accademia Italiana Ruskin and Tuscany: 270 exhibits showing the impact of Tuscan culture on the Victorian polymath who became the most influential art critic and cultural historian in mid-19th century Britain. Ends Feb 7. Daily
Tate Gallery Visualising Masculinities: 13 paintings and sculptures exploring questions about the display of the male body in art since the mid-19th century. Ends June 6. Daily
National Gallery Munch: The Frieze of Life. Advance booking through First Call 071-497 9977. Ends Feb 7. Titian's Portrait of a Young Man, acknowledged as the most beautiful male portrait by Titian in private ownership, is now on show under a loan agreement with Halifax trustees. Daily

British Museum Howard Carter: before Tutankhamun. Ends May 31. Daily
Design Museum Scandinavian design in Britain 1930-70. Also New Directions in Scandinavian Design. Ends Feb 28. Closed Mon

MADRID
Fundacion Juan March Kasimir Malevich (1878-1935): 42 oil paintings by the Russian artist who invented Suprematism and painted the picture which should have ended all abstract pictures - a white square on a white ground (1918). Ends April 4. Daily

NEW YORK
Metropolitan Museum of Art Ancient Near Eastern Treasures in the Louvre: 200 works representing a century of French archaeological excavation in Iran. Ends March 7. Closed Mon
Whitney Museum of American Art The Geometric Tradition in 20th century American Art. Ends March 14. Closed Mon, late opening Wed (11 ave du President Wilson)

Louvre Veronese's The Marriage at Cana: an exhibition devoted to the restoration of one of the Louvre's largest pictures. Ends March 29. Closed Tues (Salle des Fêtes)

Louvre Pannini (1691-1765): painter of town perspectives and chronicler of ceremonial festivities. Ends Feb 15. Closed Tues (Pavillon de Flore)

Petit Palais French drawings of the 18th century. Ends Feb 14. Closed Mon (ave Winston Churchill)
Musée Picasso Crucifixion: an exhibition built around Picasso's masterpiece of 1930, and including works by Bacon, Sutherland and de Kooning which were influenced by it. Ends March 1. Closed Tues

ROTTERDAM
Museum Boymans-van Beuningen French Masterworks 1600-1800 in Dutch collections: 48 works by Watteau, Chardin, Claude Lorrain, Boucher, Campagna and others. Ends March 7. Also Etchings by James Tissot (1836-1902): prints of everyday life in English society, showing the French artist's keen psychological insight. Ends Feb 28. Closed Mon

STUTTGART
Staatsgalerie Juan Gris (1887-1927): more than 100 paintings, collages and drawings by the Cubist pioneer. Ends Feb 14. Closed Mon

WASHINGTON
National Gallery of Art Watson and the Shark: an exhibition based on the painting by colonial American artist John Singleton Copley depicting a dramatic rescue in Havana harbour. Ends April 11. Also The Greek Miracle: Classical Sculpture from the Fifth Century BC. Ends Feb 7. Contemporary Drawings and Prints from the Permanent Collection: 123 works by David Hockney, Jasper Johns and others. Ends March 14. Daily

Earlier this week, a British newspaper described Mr Karel Van Miert, the European Community's new competition commissioner, as "an old-style socialist".

It was a description which made the Belgian commissioner laugh: he says he intends to exercise EC competition rules "without ideological preconceptions". Mr Van Miert's style, it seems, will be different from that of his predecessor, Sir Leon Brittan, a British free-trader and former minister under the then Mrs Margaret Thatcher.

Sir Leon was often criticised for pursuing an unbending hard line against cartels, state subsidies, anti-competitive mergers and national monopolies. Together, he and Mr Peter Sutherland, the Irish commissioner who preceded him, built a strict competition policy into the backbone of the European single market.

When Mr Van Miert was appointed before Christmas, companies and governments that had fallen foul of Sir Leon breathed a sigh of relief, believing competition policy would be relaxed. Under Mr Van Miert, the thinking went, private-sector groups bent on expansion through takeovers would be subject to less rigorous scrutiny from Brussels; plans to liberalise national energy, telecoms and postal monopolies would be shelved; and governments would be given more leeway to subsidise loss-making state industries.

This view is too simplistic. First, Mr Van Miert has already demonstrated that he is no soft touch for big business. In his previous role as transport commissioner, he pushed through measures to liberalise the sheltered EC air transport market, despite the initial reservations of France and southern EC member states and some of the Community's largest airlines. Opponents won some concessions, notably on the timing of full liberalisation, but Mr Van Miert's low-profile negotiating style achieved the desired result: open competition on all EC routes by mid-1997.

This week, in his first interview since taking office, Mr Van Miert told the Financial Times he would adopt a similar approach to competition policy: determined, even-handed and pragmatic. The existing competition rules, he stressed, have not changed, but "from a philosophical point of view, there might be a different attitude on... how to cope with the rules".

No soft touch for business

Karel Van Miert, new EC competition commissioner, talks to Andrew Hill

In particular, Mr Van Miert explained, a strict competition policy would not be the sole guiding principle in anti-trust and state aid decisions. He said industrial, regional, social and environmental policy should also be taken into consideration.

"I think the economy should be efficiently run, which means a fully fledged competition policy should be one of the main instruments," he said. "But competition is not the ultimate goal of the economy. The ultimate goal is for the economy to perform for the people, so that everyone gets his fair share and companies have a good environment to prosper, to invest and to be competitive."

How would this attitude work in practice? Mr Van Miert would not talk about specific cases, but referred to the three main areas of his work:

● Mergers. Mr Van Miert has to work within the strict framework of the 1990 EC merger rules. Under them, simple decisions are taken by the Commission's merger task force and only initiated by the commissioner. Sometimes, however, the attitude of the



Karel Van Miert: pragmatic

detailed negotiations between Commission and companies, which were a feature of Sir Leon's application of merger policy. "I feel we should avoid as much as possible, intervening directly in the responsibility of how companies are run," said Mr Van Miert. In practice, however, he may have to make deals - or face the unpalatable

'I think the economy should be efficiently run, which means a fully fledged competition policy should be one of the main instruments'

competition commissioner is crucial. The controversial Franco-Italian takeover of de Havilland, the Canadian aircraft manufacturer, was only blocked by the Commission in 1991 because of Sir Leon's fierce opposition. Competition lawyers in Brussels believe Mr Van Miert might not have taken such a strong line.

Mr Van Miert himself suggested that in cases where the Commission is likely to oppose a merger, the companies themselves should be allowed to decide how the deal could be amended to meet Commission objections. That could mean an end to the

option of blocking a merger outright.

● Monopolies. Sir Leon Brittan told Mr Jacques Delors, the Commission president, that he would make liberalisation of state monopolies his principal aim. If he was given a second term, that may have been one reason why Mr Delors believed it was prudent to move Sir Leon from competition to the external trade portfolio - a move welcomed by Mr Delors' compatriots in France.

But in spite of the optimism of French energy and telecommunications utilities, Mr Van Miert said he had not shelved the Commission's special pow-

ers to liberalise anti-competitive monopolies. Much will depend on whether Mr Abel Matutes, the new energy commissioner, and Mr Martin Bangemann, who has added telecommunications and postal services to his industry portfolio, will want to enlist Mr Van Miert's support for an aggressive campaign against such groups.

● State subsidies. Competition lawyers and officials within the Commission believe this is the area where Mr Van Miert will face the most challenges to his authority. "One of the most interesting things to watch will be whether industries in crisis are going to be subject to special rules," said Mr Michael Reynolds, a partner in the Brussels office of Allen & Overy, the British law firm.

Sir Leon upset the French, Italian and Spanish governments by taking an extremely tough line on illegal state aids. But as the recession deepens in Europe, the pressure on governments to subsidise ailing industries is increasing. As Mr Van Miert put it: "These will be the most difficult decisions because of the economic situation, the difficulties in many sectors and because the margin for different assessments is bigger than in other [areas of policy]."

As if to underline the point, one of the first ministers to seek advice on Mr Van Miert's attitude to state intervention was Mr Michael Heseltine, president of Britain's Board of Trade, who came to Brussels yesterday with his suggestions for easing pit closures in the coal industry through subsidies. Mr Van Miert suggested in the interview that he may try to release the pressure on industries suffering from recession by giving governments longer in which to reduce state subsidies.

What Mr Van Miert now needs is a series of cases on which to cut his competition teeth. Followers of competition policy are concerned that he has not altered the composition of his cabinet to include any competition experts, but officials in the Commission's competition directorate are cautiously optimistic. "We have a very professional commissioner, who's experienced and with whom we feel quite comfortable," one official said. Certainly his public profile is likely to be lower than that of his predecessor, Sir Leon, who delivered more than 400 speeches in his four years as competition commissioner. Mr Van Miert made about half that number as transport commissioner.

Joe Rogaly

Lesson on the fax of life



Pillow-talk should be sacrosanct. What people say to one another in intimate moments is nobody else's business. The question of the week is - how can the personal privacy which is surely everyone's birthright be protected?

The answer is not readily apparent. It is certainly not to be found in Sir David Calcutt's report on the British press, published yesterday. For technology has made our bedroom walls transparent. The tapes purporting to record conversations between Prince Charles and Mrs Camilla Parker-Bowles are said (nothing is sure about any of this) to have been snatched from the airwaves by equipment able to receive and record conversations carried out on mobile telephones. The same result might conceivably have been achieved using other familiar gadgets, such as bugs, directional microphones, or even telephone taps. The rapid growth in use of portable phones has, however, vastly increased the potential yield from electronic eavesdropping. The relative cheapness of scanners and receivers has multiplied the number of amateur listeners-in.

Add in faxes, and you change everything. Attempts to prevent disclosure of the contents of the "Prince Charles" tape in England would have been difficult enough when foreign publications were willing to print the prurient material in full, as many did. Fascinatingly, transmission has made effective censorship virtually impossible. Once the transcript had been published in Australia, it was in the global public domain. Copies were quickly faxed to friends and contacts in Britain,

where most newspapers shrank from full disclosure, at least for a while.

A slightly older device, the photocopying machine, assisted distribution in London and elsewhere. Within half a day of the appearance of New Idea magazine in Sydney the contents of the tape were being distributed in buildings not five minutes' walk away from Buckingham Palace. This is the samizdat of the western world. We may have to live with it. If we want to stop it, we have to invent rules not yet thought of. We are confronted with new fax of life.

Sir David's report makes a breathless attempt to catch up with these unpleasant side-effects of the microchip

Sir David's report makes a breathless attempt to catch up with these unpleasant side-effects of the microchip

It is therefore to become a criminal offence, unless a public interest can be shown. That means no more foot-in-the-door, bugging or stealing snapshots with a telephoto lens. To stand a chance of being equitable, such a law should apply to all citizens. It should not be specific to the media.

The government has been divided about a privacy law, which the lawyers in the cabinet rightly perceive to be extremely difficult to draft. No longer. It will now consider the idea, although Mr Brooke acknowledged that such a law would have to take account of a wide range of "human and technological activity". I have written here in favour of introducing a tort of infringement of privacy, if it applied to ordinary citizens rather than public figures. There would be a public interest defence. Sir David favours something on these lines, but fails to add the other half of my proposed trade-off: a Freedom of Information Act.

Since there is to be no such deal, the press opposition to all of Sir David's recommendations is likely to be fierce. The Tory tabloids that helped put the Conservatives back in office last April have been fighting against the government for half a year now. Peace is not in sight. Yet the press needs public support. People buy the scandal sheets, and devour their contents, but hate the purveyors. Popular newspapers should practise the self-restraint that they discovered for a few nervous hours as they waited Calcutt this week. If they do, they may yet see the proposed privacy bill fade away.

Once I would have mourned its passing; now, under the rule of the scanner and the fax, I wonder whether it will make any difference whether we have one or not.

strengthening the law on telephone bugging. It has already accepted this advice.

It should, however, think long and hard before adopting any of Sir David's recommendations. Fortunately the heritage secretary, Mr Peter Brooke, intimated in the House of Commons yesterday that there is to be no statutory press complaints tribunal. Sir David went too far there. As to the rest, the prime minister made up his mind long before yesterday's report - probably when the telephone conversations of his friend Mr David Mellor, the former heritage secretary, were tapped. Physical intrusion into private property

LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

Fax 071 873 5938. Letters transmitted should be clearly typed and not hand written. Please set fax for finest resolution

PM must make MI5 accountable

From Ms Barbara Roche MP. Sir, I read with interest your article, "Resurgence of security services", January 14) that the prime minister is undecided as to whether to include parliamentary accountability of MI5 in his legislative plans.

As he claims to believe in open government, John Major should, for once, overrule his home secretary and act decisively. Kenneth Clarke told the home affairs select committee during our investigation: "I will account [for MI5] and I will not answer any of the tantalising questions."

Such a cynical dismissal of an all-party committee attempting to do its job is breathtaking. Taxpayers who fund MI5 have a right to know how their money is spent. Allegations of MI5 involvement in the arms-for-Iraq, Matrix Churchill and now the "Camillagate" affairs do nothing to boost public confidence in the security services. Clearly the committee would not wish to risk endangering life by interfering in operational matters, but it is high time the prime minister acted to ensure that the policies, administration and spending of MI5 are fully accountable to parliament.

Barbara Roche, member of home affairs committee, House of Commons, London SW1A 0AA

No wastage in commercially minded construction quango

From Sir Clifford Chetwood. Sir, I read with interest your article, "Resurgence of security services", January 14).

The Construction Industry Training Board (CITB) does not receive direct funds from the government but collects a statutory levy from the construction industry and contracts with Training and Enterprise Councils and Local Enterprise Companies for further funding of training schemes.

The CITB is controlled and run for the benefit of the industry by senior executives of the construction industry, two trade unionists and two representatives of further and higher education.

The inference in the term

quango is of a flaccid organisation with no commercial controls, which wastes government and public money. This certainly does not apply to the CITB, which is run on commercial lines, with up-to-date management controls.

There are direct links with the industry, through the Federations' Advisory Committee and our network of 13 regional advisory committees which includes one for Scotland and one for Wales.

We have an independent audit committee conforming with the Cadbury Report and which reports direct to the main board of the CITB.

On the question of accountability, an annual consensus is sought by government from the industry before parliament

is asked to renew our statutory powers in the Annual Levy Order.

The essential factor that motivates the CITB is the need to give "value for money".

Finally, in the difficult climate that the construction industry operates under at this moment, it is agreed in the industry that without the CITB very little training would take place and many thousands of young people would be on the dole rather than pursuing training towards a craft qualification. If we are a quango, we certainly do not warrant the implied criticism of your article.

Clifford Chetwood, chairman, CITB, 34-36 West Smithfield, London EC1A 9JA

Shetlands confident of overcoming oil disaster

From Mr M A P McArthur. Sir, The full impact of the oil spillage on the Shetland islands will not be known for many months, perhaps years.

The oil industry is very much part of the way of life in Shetland and will continue to be so for a long time to come. However, in addition to the measures which have long been in place through Shetland Islands Council to manage Sullom Voe tanker traffic, there must also be increased national and international

efforts to ensure the safe marine transportation of oil and the protection of the environment by the introduction of additional maritime regulations.

We must not underestimate the difficult times that we face, but neither should we overstate them. Our economy has a solid base and we have an excellent name for producing quality goods and providing good services. It is very important to let everyone know that we are not going to allow this

disaster to rule us or affect the quality of any of our products or services.

The Shetland community is made up of resilient people and we will overcome any difficulties before us. We ask that our customers continue to have faith in our ability to supply quality products and services.

M A P McArthur, chair, Shetland Chamber of Commerce, 122 Commercial Street, Lerwick, Scotland ZE1 0EX

Regulators giving unsatisfactory support at grassroots level

From Mr Alan Simpson.

Sir, There are two dimensions absent from your excellent leader, "Reviewing the Regulators" (January 13).

There is currently a debate instituted by the Post Office Users' National Council (POUNC) on the need for an advisory body to represent the public interest and to carry out independent research and auditing, in addition to a regulatory body for a privatised

utility with monopoly power. For example, in the case of the Post Office, the government is the regulator and POUNC the advisory body.

As secretary of Bridport's local advisory committees for both the Post Office and Telecommunications, I do not find my relationship with Ofcom as regulator altogether satisfactory.

It is my considered view that Ofcom does not give grassroots

advisory bodies enough support and specific advice.

The other matter is concerned with the quality of information on which regulators act. It is now commonplace to read of unsatisfactory audit reports from accountants, despite estimates suggesting that Britain employs per capita almost 10 times as many accountants as the Japanese economy.

How can the regulators do

their job if the information on which they act is flawed or unreliable? This is another argument for an independent advisory body capable of building up authoritative impartial advice to users and the government.

Alan Simpson, 18 Dodhams Farm Close, Bridport, Dorset DT6 3EZ

Ignorance that makes 'Christian west' fear militant Islam

From Alan Bati.

Sir, Isn't it depressing? Day after day we read about "militant Islam" ("Cold war warmed over: Militant Islam has become the west's new evil empire", January 13), but what is depressing is not so much the perceived spread of Islamic militancy but the west's inability to understand the causes or to make any rational judgment about the future.

Edward Mortimer is, unfortunately, quite right in believing Islam has become the bogey of the west. One should clarify

this and say "the Christian west" because there is no doubt a strong bling of religious prejudice in its reaction. Added to that is the age-old fear of the great-unwashed taking their destinies into their own hands.

For sure, this all leads, temporarily, to chaos and turmoil in the countries concerned but why should anyone else care? Is it a burning morality, with the west wanting to uphold the rights of individuals? Algeria's experience would suggest not. So what is it that causes the west to fear the so-called

Islamic revival? I would venture to say little more than ignorance and prejudice.

The Islamic movements are merely expressions of the common people against corruption, exploitation and oppression. In Latin America, the same people have turned to the Catholic church. In eastern Europe, they once turned to communism. These are simply condiments - the vast majority have little real understanding of any of these ideologies but they find them a good frame of reference. They are comfortable

with them. Islam is not really what is important to the Islamic movements. When the other aims are achieved, the momentum behind the movements will dissipate. The west, by opposing these movements, simply strengthens them. Instead, it should learn to keep its nose out of other peoples' troubles.

Alan Bati, Azabu Towers #304, 2-1-3 Azabudai, Minato-ku, Tokyo 106, Japan

FT Lunch for a Fiver.

Two for a Tenner.

Last Saturday the Financial Times, in conjunction with the "FT Lunch for a Fiver" with over 30 restaurants participating restaurants.

On Saturday, Sunday, Monday, Tuesday and Wednesday, January 22-26 inclusive, you will be offered an "FT Lunch for a Fiver" lunch at participating restaurants. These will be listed daily in the Financial Times and published in full tomorrow, Sunday January 24. The "FT Lunch for a Fiver" means in for two, courses (although some restaurants may offer three). Drinks, coffee and service are extra.

RESTAURANTS

Bahn Thai, 21a Fifth Street, London W1	Tel: 071 437 8504	La Rive Gauche, 61, The Cut, London SE1	Tel: 071 828 8945
Beizac, 4 Wood Lane, London W12	Tel: 081 743 6787	Shelley's, 28-32 St. Martins Court, London WC2	Tel: 071 240 2555
Beige, 72 Chalk Farm Road, London NW1	Tel: 071 267 0718	Smolensky's on the Strand, 105 The Strand, London WC2	Tel: 071 497 2101
Brasserie du Marché, 349 Portobello Road, London W10	Tel: 081 988 5828	Villandry Dining Rooms,	
Café des Arts, 82 Hampstead High Street, London NW3	Tel: 071 435 3688	88 Marylebone High Street, London W1	Tel: 071 487 3816
Camel Brasserie, 222 Kensal Road, London W10	Tel: 081 960 2732	Zoe, 3-5 Berrill Street, London W1	Tel: 071 224 1122
Drones, 1 Pont Street, London SW1	Tel: 071 236 9638	Café Rouge, 955 Fulham Road, London SW3	Tel: 071 371 7680
Frederick's, Camden Passage, Islington, London N1	Tel: 071 359 2888	Café Rouge, 6-7 South Grove, Highgate Village, London N6	Tel: 081 342 9797
Gilbert's, 2 Exhibition Road, London SW7	Tel: 071 589 8947	Café Rouge, 19 High Street, Hampstead, London NW3	Tel: 071 433 3404
Graham's Seafood, 38 Poland Street, London W1	Tel: 071 437 0975	Café Rouge, 31, Kensington Park Road, London W11	Tel: 071 221 4449
Ming, 35-36 Greek Street, London W1	Tel: 071 734 2721	Tuttioli, 17-20 Kendal Street, London W2	Tel: 071 724 4637
Palio, 175 Westbourne Grove, London W11	Tel: 071 221 6624	Wheeler's, 1-4 South Molton Street, London W1	Tel: 071 629 2471
Pizzicato, 34 Rupert Street, London W1	Tel: 071 734 0122	Wheeler's, 20 Dover Street, London W1	Tel: 071 629 5417
Restaurant and Arts Bar,			
75 Wigmore Street, Jasson Court, London W1	Tel: 071 234 2982		

In tomorrow's Weekend FT there will be a complete list of the participating Restaurants

We are also launching a competition to enter a free prize draw, in which you could win a weekend for two at Gulliver Park, Cheshire, Devon.

Every weekday, from 11.00am, the Financial Times will pose an "FT Lunch for a Fiver" question. Answer and post the 15 questions to: "The answer is the name of a restaurant given in that day's listing", complete by 5.00pm which will be published every day between 2.00pm-5.00pm, and send them to us at the address given below. Your comments on your favourite "FT Lunch for a Fiver" menu will also be welcome.

QUESTION 5: Where are you 30 seconds before midnight?

ANSWER 5:

Answer this question, together with 9 others published during the competition period, and send them, together with a completed entry form to "FT Lunch for a Fiver", Number One Southwark Bridge, London SE1 9HL, to arrive no later than Friday February 12 1993. The prize draw will be made on Monday February 15 1993. The sender of the first correct entry drawn after the closing date, from all the entries received, will be declared the winner. Full details of the competition are available from the Marketing Department of the Financial Times at the address given above, or on Tel: 071 873 3670.

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Friday January 15 1993

The black hole of Calcutt

IT APPEARS that the most draconian proposal in Sir David Calcutt's review of press self-regulation, a statutory press tribunal, has already been dismissed by the government. This, at least, may be unreservedly welcomed.

The idea that the correct response to the shortcomings of Britain's press is to establish a government-appointed inquisitor, with the power to fine newspapers and prevent publication of articles which violate its standards, is one of the most ill-judged to have reached the public policy agenda for many years. It would have led to a form of official censorship unknown in peacetime Britain since the 17th century.

So what of the rest of Calcutt's report? It has three main components: a review of the Press Complaints Commission, a self-regulatory body set up after the first Calcutt committee report in 1989, and a reconsideration of two specific matters raised in Calcutt's report, namely the laws on privacy and telephone interceptions.

The bulk of the report concerns the PCC, about which Sir David has two grievances: that it was not established entirely along the lines recommended in his first report and that it has failed to command public confidence. On the first point, Sir David is right, but he then hurries without presenting serious evidence to the second and his draconian conclusion. This precipitate reasoning undermines one of his best points: that the commission would have a better chance of establishing its credentials if it had more non-press members. It follows that a more balanced commission would also have more authority to consider revisions to the press code of conduct, a number of which Sir David canvasses. These are points the commission should entertain

when it responds to the report. When it comes to privacy, Sir David argues that "it cannot be said that there has been a serious breakdown of the system which has been put in place". He then proposes a criminal law on the subject, adding that a remedy in civil law might be an acceptable second best.

This is a complex matter of deep concern, since the freedom of ordinary people to live quietly is to be valued not much less than the freedom to publish. But Sir David's proposal to create a criminal offence of entering private property without consent with a view to obtaining information for publication is fraught with difficulty. How, in practice, would courts interpret the proposed journalist's defence of pursuing "seriously anti-social conduct" or "matters directly affecting the discharge of any public function of the individual concerned"? Where does the behaviour of Mr David Mellor fit into these definitions, or indeed that of some members of the royal family? Similar difficulties attend the idea of a tort of privacy, along with a further one: only the rich would be able to use it, given the state of the legal aid system.

The most fundamental objection to Sir David's approach, however, is that he in effect proposes laws only to stop journalists snooping. What about the credit rating agencies, debt collectors, local government people and immigration officers? The only sound basis for press law is to require that journalists obey the law of the land without privilege and without discrimination.

Recent events suggest that the laws on trespass and telephone bugging contain serious gaps. The government would do well to focus on plugging them.

Blue Arrow

RARELY THESE days does a clearing bank get the better of the government. However, the Department of Trade and Industry has spent £2.4m on an image-improvement exercise for NatWest.

The DTI yesterday published the report of its second investigation into the bank's role in the Blue Arrow affair. The investigation was prompted in April by a request from NatWest's chairman, Lord Alexander.

He had been concerned that the bank's image was being tarnished by allegations that it had concealed documents from the original DTI probe in 1989. These allegations were made during the Blue Arrow trials in 1991 and were widely reported in the press. Mr Tom Frost, then NatWest's chief executive, was the target of particular criticism.

However, Lord Alexander was convinced of the bank's innocence. He was totally vindicated yesterday.

The DTI inspectors are so dismissive of the allegations that there must be a question of why a full-scale inquiry was needed. This DTI's internal inspectors could

surely have satisfied themselves that no second inquiry was needed - and the DTI could have made a statement to that effect.

Instead two highly paid lawyers and an accountant were employed by the DTI to carry out a full investigation. The worst judgments that they can make of NatWest was that it was inexperienced in investment banking and inefficient - which is a case of stating the obvious.

On the other hand, the DTI has succeeded in further denting the Bank of England's reputation as a supervisor, which was bruised enough last year by widespread criticism of its supervision of the Bank of Credit and Commerce International, the corrupt international bank.

Though yesterday's report makes no direct criticism of the bank, it demonstrates a lack of aggression in the Bank's work in maintaining the probity and soundness of UK banks. The introduction into the Bank of a new investigations department and a new legal unit, both run by outsiders, has come at a moment too soon.

Keep competing

THE ARRIVAL of Mr Karel van Miert as EC competition commissioner seems already to have raised hopes and fears in roughly equal measure. To those who regarded Sir Leon Brittan as an unconstructed Thatcherite, Mr Van Miert's credentials may seem agreeably middle-of-the-road. For those who adhere to the idea that interventionism is the prime path to economic inefficiency, their champion seems to be defecting to the enemy.

Mr Van Miert's actual views, as reported on the opposite page, scarcely bear out either view. Indeed, he has limited scope for change, since most of his new job consists of applying existing rules. But in merger policy especially, hard cases will inevitably come his way; and it is here that there is room for unease.

In anti-trust issues, Mr Van Miert says, competition should not be the only criterion: industrial, social and other factors also apply. Indeed they do, but they are not the business of the competition commissioner. There are powerful lobbies against competition, at the corporate and national level. The beneficiaries of competition are the general public, who do not have a corresponding voice.

Although industrial and competition policy ought to be two sides of the same coin, in practice they are often at variance. If the result is to be a productive compromise, it is above all necessary that the competition commissioner should fight his corner.

This is not to say that the job is a purely negative or static one. In particular, the single market will bring pressure for merger in some industries, as a direct result of the increase in competition and the

enlargement of the market itself. If the result is improved economic efficiency, there would need to be powerful arguments for blocking it on competition grounds.

One of the important aims of the single market, after all, is to produce companies which are capable of competing on a world stage. That is an industrial policy objective. But competition policy need not be at odds, provided trade policy allows relatively free competitive entry for imports into the EC; and that is now a matter for Sir Leon.

There is also room for initiative on the vexed question of national monopoly in utilities such as telecommunications. This is a politically sensitive area. But introducing genuine pan-European competition into these markets is not only desirable in itself. It is also an essential step in establishing a single market in utilities, which is much to be desired in terms of economic efficiency.

There is another reform to which Mr Van Miert could usefully address himself. An obvious flaw of the EC system of regulation is its lack of transparency at any level. Neither the competition directorate nor the Commission are obliged to explain and defend their decisions, as the competition authorities do in the UK. The idea of an occasional mooting of a separate EC cartel office on the German model. That may be a step too far. But anything Mr Van Miert can do to explain what he is doing would save industry a good deal of second-guessing. Indeed, deal of second-guessing. Indeed, the best guarantee of a fair competition policy, and therefore the strongest underpinning of Mr Van Miert's moral authority.

Few recent international tragedies have become so rigidly and hopelessly institutionalised as the one being inflicted on the people of Iraq. Wednesday's raid by allied aircraft on the south of the country serves principally to confirm the extent to which President Saddam Hussein on one hand, and the US, Britain and France on the other, are locked into positions from which there is no retreat and equally little sign of advance.

The political career of Saddam Hussein since he fully assumed the leadership of Iraq in 1979 has been characterised by military conflict and relentlessly narrowing options. For all but four years since then Iraq has lived on a virtual war footing. The survival of the regime became, during the eight-year war with Iran and in the wake of the crushing defeat in Kuwait, the only rationale of government.

Saddam's behaviour might appear less irrational to western governments if it was better understood that domestic repression and external threats are the sole remaining pillars of his authority. He came to power imbued with dreams of Arab leadership as Egypt was advocating that role by making peace with Israel. He tried to live out the dream by attacking Iran and later Kuwait. Both adventures were disasters for Iraq, but the flag he

The Iraqi regime is bound to remain defiant because domestically it cannot risk appearing anything less

raised of Arab defiance to Persian and western ambitions, flutters still, albeit raggedly.

Having marched down this road so consistently and for so long Saddam has no alternative but to continue. The effectiveness of sanctions offers him no possibility of improving living conditions for the bulk of the population. The generous compensation given to the families of soldiers killed in war has long since ceased. Inflation is rampant, medical and food shortages are worsening.

It is possible that the tolerance of the Iraqi people will finally snap and an assassin will put an end to Saddam. But in the absence of such unpredictable acts the western allies are faced with an open-ended policy of containment and with it longer-term risks for the overall stability of the region.

The Iraqi regime is bound to remain defiant because domestically it cannot risk appearing anything less. It may for a while appear to accept the implementation of United Nations resolutions, such as the return of weapons inspectors to Baghdad and the removal of missiles systems from the exclusion

zone north of the 36th parallel and south of the 32nd. But the very nature of the allied response on Wednesday to his repeated provocations will almost certainly tempt Saddam to probe again within weeks or months.

The fact that Saddam virtually invited the allies to attack showed that he thought himself to be in a no-lose situation. The limited allied raid inflicted little damage on the regime, enabled Saddam to appear on television heroically claiming victory against overwhelming odds, and rattled the doves of those Arab regimes which might be vulnerable domestically to a close association with the US.

It will have been with some satisfaction that Baghdad heard Mr Sharif Zeid Bin Shaker, the prime minister of Jordan, say his government had received with "deep regret and reprehension" the news of the air strikes. Arabs and Muslims felt a growing anger, he said, over the double standards in enforcing Security Council resolutions. While the allies attacked Iraq they were not willing to do anything about the defiance to the UN shown by Israel and Serbia.

Egypt, Turkey and Syria, all vital components of the allied Gulf war alliance, expressed similar sentiments. And, with the exception of Kuwait, there is anxiety among the monarchies of the Gulf about the consequences of further attacks on Iraq.

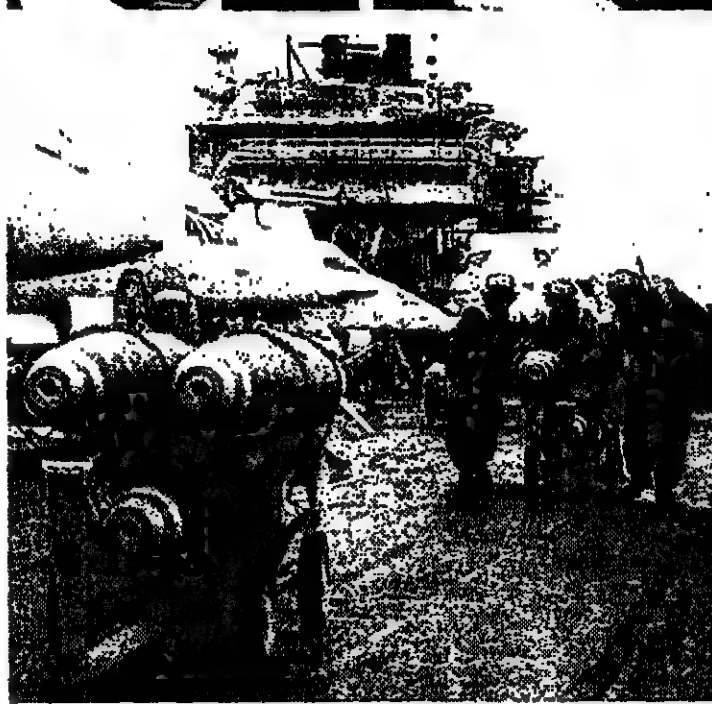
It seems probable that the limited nature of Wednesday's air attacks were in part designed to accommodate these fears. Some Pentagon officials had indicated privately that the raids were going to be massive and widespread, an option that existed and one, which if carried out, would certainly have had a more damaging political impact on the Baghdad regime.

When further provocations come from Iraq in defiance of Security Council resolutions there will be a temptation for the allies to increase the dosage of the medicine that they have prescribed and with equally little assurance of short-term beneficial effects. But there is the risk of two, worsening, long-term side effects.

The first is the eventual disintegration of the country as a single, governable political entity. The two no-fly zones have already given the Kurds a degree of autonomy in the

Deadlocked in a costly embrace

In the wake of this week's bombing raids on Iraq, Roger Matthews explains why the west's continued confrontation with Saddam Hussein is fraught with risk



Collision course: both George Bush (left) and Saddam Hussein are locked into positions of no retreat. USS Kitty Hawk (below) in the Persian Gulf

north, and the Shia the beginnings of a regional identity in the south. Even if Saddam goes, the structures of the ruling Baath party would be hard to dismantle and its officials would be still wedded to the concept of a single Iraq governed by the Sunni minority in the geographical centre of the country. The greater the suffering imposed on the people of Iraq, the greater the probable re-

tribution which will eventually flow, and the higher the risk of Iraq one day descending into the sort of political chaos witnessed in Lebanon.

Second, and even more difficult to assess, is the impact that the west's renewed military operations against Iraq will have on the peoples and governments of the Middle East. There has been no more durable

tightrope walker for the past three decades than King Hussein of Jordan, and the reaction of the government in Amman shows which way he is leaning. Elsewhere, the collapse of pan-Arabism, the now unchallenged military supremacy of Israel, the continued denial of Palestinian self-rule and the general sense of political drift have created a vacuum that Islamic fundamentalists, inspired by Iran, are striving to fill.

The perception that the US, Britain and France will do nothing to aid the Moslems of Bosnia or the Palestinians forced out of the occupied territories, while they determinedly bombing Iraq, is potent propaganda. "Why just Iraq?" was the question being asked in several Arab capitals yesterday. Whatever the western answer it will not diminish the unease of those governments, such as Saudi Arabia, which are unable to distance themselves from the allied action.

From the day last August when the government in Riyadh reluctantly permitted the return of allied aircraft to police the southern no-fly zone, it had to accept a close association with policies and actions that might be deeply unpopular among Moslems throughout the world.

At the same time it was aware that the weaker the greater was the potential influence of Iran, which has made little attempt to disguise its contempt for the Saudi monarchy since the 1979 revolution.

In the long historical rivalry between Iran and Iraq, one's misfortune has always been the other's success. There are signs of growing concern in Washington about Iranian ambitions, nuclear and political. However much these may be denied by the more pragmatic elements of the leadership in Tehran, it is probable that the presence and actions of American forces in the Gulf will most aid those who wish to give greater substance to Washington's suspicions.

Awareness of all these risks is not, however, likely to have more than a tactical impact on the allied pursuit of Saddam Hussein and their determination that he should abide strictly by the terms of UN resolutions. The commitment to the no-fly zones is open-ended while the dispatch of American troops to Kuwait ties Washington more closely to the survival of a government which enjoys little international respect and is subject to persistent domestic criticism.

In such a situation, where the only western response to further Iraqi provocation is military, it is almost inevitable that the allies lose control, if not sight, of the political repercussions. What is the cost which will have to be borne from a confrontation in which Saddam Hussein, perhaps desperate and his options bared to the bone, continues to dictate the direction and pace of events.

Military objectives were achieved, but there is doubt over political goals, writes David White

Uncertain success

Little went wrong. But the success of the swift return visit to Iraqi battlefields by the US and its British and French allies will be measured not by how well it was done but by what it achieved.

Militarily it was impressively executed. Co-ordinating a bombing attack involving 110 aircraft and bringing them all back is no mean feat. In those terms, the US-led strike compared favourably with the operation most closely comparable - the punitive US bombing raid against Libya in April 1986. Then, despite the involvement of large numbers of ships and aircraft, military plans were only partly fulfilled and one aircraft was lost over target.

This time the allies had plenty of time to plan and study a whole range of "target sets", and enjoyed the benefit of their weeks of rehearsal two years ago in the air campaign against Iraq. The sites were well known, and in most cases had been attacked before.

But what was the semi-bottled bombing of Libya did apparently succeed - in retrospect - in placing a restraint on Colonel Muammar Gaddafi, the outcome of the "sparking" of President Saddam Hussein is far from certain.

The damage caused in the precision-bombing attacks was yesterday still being evaluated. The Pentagon said Iraq's southern air defences had been "seriously degraded". But it is questionable how much President Saddam perceives this as a setback, since it was an attack that he deliberately provoked, and the outcome of which was never in doubt.

Iraqi forces put up little opposition - possibly because, as in 1991, they knew they were unable to. Mr Saddam's ostensible purpose was to show that international action

against Iraq was a US campaign founded on dubious legitimacy, and to use that to obtain support from Islamic countries for easing sanctions.

Expressions of concern yesterday by Syria and Pakistan indicated this argument may have struck some chords. The UN Security Council's Resolution 688 of April 1991 did not go beyond telling Iraq to stop repressing its minorities and to allow access to humanitarian organisations. The justification of the US and its allies is that they need to monitor what is happening in these regions, can only do so by air, and need to ensure that they can do so safely.

The air strikes were limited to air-defence systems - missile sites and radar and command facilities - inside the no-fly zone which the US, Britain and France imposed in

August south of the 32nd parallel. Air bases to the north of the line were not attacked, as many analysts had expected, even though they have been used for recent incursions by Iraqi fighters, including the MIG-25 shot down by a US F-16 on December 27.

However, any further allied military action could well include targets further into Iraq.

The bombing raids were the first concerted attack against Iraq since hostilities ceased in February 1991, although the allies have repeatedly warned the threat of military action: to force the withdrawal of Iraqi forces so that Kurds could move back into a haven, to obtain access for UN weapons inspectors, and to ensure the destruction of missile-making equipment.

Allied officials stressed that the attacks were on military installations directly threatening their own aircraft. But the political objective behind the attack remains vague.

In the Gulf war, the declared aim was to oust Iraqi forces from Kuwait. This was extended to include the crippling of Iraq's offensive military capability, with a further aim - implicitly understood - of creating conditions in which President Saddam might fall. Only after the war did the allies face public criticism in the west for not going further and - as General Norman Schwarzkopf said his forces could have done when they thrust northwards into Iraq - turning left towards Baghdad instead of right.

The message the allies now appear to be giving is that they will keep up sanctions and be ready to attack periodically until Iraq moderates its behaviour. But the political goal which military escalation - if it comes to that - would serve is still not explicit.

World Bank roundabout

With 37-year-old Larry Summers almost certain to be confirmed as David Mulford's successor as the US Treasury's international point man, the World Bank is likely to be hunting for a chief economist.

Since the job involves serving both as a personal economic adviser to Lewis Preston, the bank's president, and running a big research department, it calls for an unusual economist - somebody with administrative skills as well as a "world class" academic reputation.

Traditionally, the job has been done by an American, but if Preston wants a respected development economist with strong free-market credentials, he could do worse than pick Jagdish Bhagwati of Columbia University. Being an Indian, he might be a more effective third world ambassador.

If the bank decides (as it did with Larry Summers) that an academic reputation is more important than development experience per se, then the field would widen considerably. The bank could consider such respected non-American macro-economists as Willem Buiter of Yale or Olivier Blanchard of MIT.

However, the likelihood is that the job will go to another American. Jeffrey Sachs of Harvard, who has made a reputation as a roving adviser to the third world and

former communist countries, is one name mentioned. But having recently publicly attacked the IMF for inaction in Russia, he might be seen as insufficiently discreet.

But perhaps a more imaginative choice might be Harvard's Martin Feldstein - the director of the National Bureau of Economic Research and a former CEA chairman under Reagan.

Near the bone

British MPs will today debate a personally pressing issue. The main item on the Commons agenda is: Backbench business - Osteopaths Bill, second reading.

Secret service

"Hush... keep it dark!" The once famous watchword of Britain's wartime radio character, Commander High-Five, lives on at the Ministry of Defence.

Instead of holding its own briefing on the air attacks against Iraq, it told reporters to muster at RAF Strike Command in High Wycombe, originally named RAF Southdown with the object of confusing the Germans. The ministry's directions were in keeping with tradition. "Follow the signs from the town centre," they said. There are, of course, no signs.

Hence hacks spent much of the night wandering the dark

OBSERVER



"I'm a spanking correspondent"

backroads of Buckinghamshire. One French reporter still didn't know where he was when he'd arrived. Fortunately, the RAF commanders were fully abreast of the latest bulletins on the operation from America. They had been watching them on CNN.

Called to order

The annual meeting season has not really got under way yet, but company chairmen fearing a nasty grilling by shareholders should take a leaf out of the Royal Bank of Scotland's book. After a year in which the Royal

Bank's profits sank to £21m, its staff were demoralised by the promise of big job cuts, and shareholders irritated by the handsome salaries paid to a few executive stars such as insurance supremo Peter Wood, so yesterday's agn in Edinburgh was expected to be a rowdy affair.

Fortunately, the Royal Bank's spin-doctors have discovered paragraph 6.8 of the Cadbury report. This is the bit about shareholders submitting difficult questions in writing in advance. So the chairman, former defence secretary Lord Younger, announced that there had been 200 questions - most on three subjects: the composition of the board, directors' pay and Peter Wood. He then read out the answers and Peter Wood was never mentioned again.

Younger's patience and sense of timing in dealing with the rest of the questions from the floor was exquisite. But then that is one of the few reasons for hiring an ex-politician as chairman.

Backs up

Fur is flying with a vengeance in Chile thanks to central bank boss Roberto Zahler, who has rubbed up business chiefs the wrong way with a sobering speech. The best economic performance for three decades - GDP up by almost a tenth, private investment by nearly a third, and exports booming - has seen Chile likened

to the tigers of south-east Asia. But with business chiefs preening themselves accordingly, Zahler has come up with what he claims is a more accurate image.

"Tigers are not born overnight, particularly if they have a long history of being cats, with the culture, habits and outlook of cats," he declared. What's more, they weren't even well-balanced cats, but manic-depressive responding to one good year with euphoria only to wilt in despair at a single poor economic indicator.

The country's media have reacted angrily to his call for greater realism. Zoological treatises have been consulted on what sort of feline Chile resembles: cat, tiger or jaguar. Psychiatrists have expounded on the symptoms of manic-depression, which perhaps explains one top businessman's remark that the only cats with inferiority complexes are to be found in the central bank.

Squelchy

The course of love has run into deep water in Germany, where journalists covering British royalty's affairs are having trouble with the famous endearment "Squidgy". In translating it into their own tongue, most seem to have taken the nearest word in the English dictionary, then used the German equivalent's diminutive form. The result is "Tintenfischchen" - a small squid.

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FINANCIAL TIMES

Friday January 15 1993

A FINANCIAL TIME
for change



Aircraft carrier, jets and frigates to give British soldiers protection UK warships will go to Adriatic

By Ralph Atkins and David White in London and Robert Mauthner in Geneva

THE UK government yesterday said it would send warships and extra troops to protect - and if necessary evacuate - British soldiers in Bosnia-Herzegovina.

Mr Malcolm Rifkind, British defence secretary, said the aircraft carrier Ark Royal, with Harrier jets and helicopters, would sail for the Adriatic on Sunday along with two frigates and three support ships, carrying a total of about 2,500 personnel.

Mr Rifkind emphasised, however, that Britain's role of escorting humanitarian aid supplies would not change. The troops would not be used to intervene in fighting between rival factions in former Yugoslavia.

With many Tory MPs and ministers jittery about further UK casualties in Bosnia, Mr Rifkind stressed that the forces' task was to "enhance the safety of our troops".

Plans are in hand for further possible reinforcements including heavier artillery as well as the dispatch of Jaguar ground-attack aircraft and Tornado F3 fighters to Italy. Mr Rifkind did not rule out sending further aircraft in addition to the eight Sea Harriers and 17 Sea King helicopters going with the Ark Royal task force.

The reinforcements follow about 25 serious outbreaks of violence in the past week in the area where British troops are operating, including the deaths on Wednesday of a lance corporal, the first fatality among UK forces there.

Mr Cyrus Vance and Lord Owen, the co-chairmen of the Geneva peace conference on Bosnia, are due to fly to Zagreb today for talks on their proposed peace settlement with President Franjo Tudjman of Croatia and President Alija Izetbegovic of Bosnia.

Their meeting follows the surprise change of heart by the

leader of the Bosnian Serbs, Mr Radovan Karadzic, at the Geneva talks earlier this week, when he finally accepted the Vance-Owen constitutional plan for Bosnia, after first rejecting it.

However, Mr Karadzic's endorsement of the proposals was conditional on their approval by the Bosnian Serb Assembly within seven days. The parliament is due to discuss the plan at the end of next week.

Amid rising expectations that the assembly would give its approval, in spite of the opposition of a powerful group of hardliners, the European Community yesterday warned the Bosnian Serbs that they would face additional punitive measures from the United Nations unless the plan was accepted unconditionally.

Meanwhile, Mr Haris Silajdzic, the Bosnian foreign minister, said yesterday that there would be no end to the bloodshed in Bosnia until all heavy weapons were placed firmly under interna-

tional control. Mr Silajdzic, who was on a private visit to London during which he had talks with Mr Douglas Hurd, British foreign secretary, said the monitoring of heavy weapons as proposed by the international mediators in the Geneva peace talks was not enough.

"They have to be controlled physically by the United Nations," he said. "Otherwise the killing will go on."

Measures to control the heavy weapons in Bosnia are part of the agreement on the end of hostilities which, together with the map of 10 provinces into which the country is to be divided, have yet to be discussed in detail at the Geneva talks.

So far, only the Bosnian Croats have signed all three documents of the Vance-Owen package deal. The provincial boundaries are still disputed by both the Bosnian Serbs and Moslems, while the military agreement has not yet been approved by all parties either.

UK bank cleared by probe over misconduct claims

By Robert Peston, Banking Editor, in London

NATIONAL Westminster Bank, the UK's second biggest bank, was yesterday cleared by a Department of Trade and Industry investigation of allegations that it deliberately withheld important documents from a 1989 DTI inquiry into the Blue Arrow affair.

The DTI report also said there was "no substance" to a variety of other "allegations of dishonesty and impropriety which have been levelled at senior officers of NatWest".

Lord Alexander, the bank's chairman, who had requested the probe last April, said: "This is a welcome end to an episode from which the bank learned important lessons several years ago."

He had asked for the investigation, which cost the DTI £2.4m, in order to clear the bank's name, after criticism of the bank during the 1981 Blue Arrow trial which was repeated in The Economist magazine.

Mr Tom Frost, the bank's deputy chairman who had been accused of misleading the 1989 inquiry, said: "I am glad that the record has finally been put straight." Also cleared of misconduct was Wilde Septa, the firm of solicitors which advised NatWest during the original DTI inquiry.

However, NatWest was criticised by the inspectors for its decision to make Mr Stephen Clark redundant shortly after the Blue Arrow trial had begun in early 1989. Mr Clark was a director of NatWest's investment bank, County NatWest, and was a defendant in the trial. He was acquitted in October 1991.

The report also gives an unusually detailed account of the Bank of England's supervision department, whose activities are normally shrouded in secrecy. It shows the supervisors as not very aggressive in investigating alleged wrongdoing at a leading bank, reinforcing criticisms of its supervision of the corrupt Bank of Credit and Commerce International.

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Something rotten in the government of Denmark

By Hilary Barnes in Copenhagen

IT STARTED with an illegal decision by a Danish minister of justice, and snowballed when his cabinet colleagues tried to cover up for him. Yesterday the affair that has become known as "Tamilgate" turned into Denmark's most damaging political scandal since 1945.

The prime minister, Mr Poul Schlüter, who had held the office for more than 10 years, resigned last night in disgrace following the publication of a 6,000-page report by a judicial inquiry. The minority Conservative-Liberal coalition over which he had presided looks unlikely to survive.

His departure has plunged Denmark into political uncertainty just two weeks after it took over the rotating presidency of the European Community. It has removed a leader whose talents as a conciliator gave the country an unaccustomed degree of political stability. And it may, in the short term, prompt a burst of speculation against the Danish krone, which has been sporadically under pressure in Europe's exchange rate mechanism.

The affair began in 1987, when Mr Erik Ninn-Hansen, justice minister at the time, ordered civil servants to delay entry visas for the wives and children of Tamil refugees, although the Tamils had an explicit right under Danish law to bring their families to the country.

The affair began to become a serious liability for the government when it emerged that attempts were made to prevent the parliamentary ombudsman from looking into the case.

The controversy turned on whether the prime minister tried to cover up parts of the scandal in a 1989 speech to parliament.

Yesterday's report by High Court judge Mogens Hornslet was damning in its conclusions. Mr Schlüter "has given the Folketing (parliament) and the Folketing's justice committee incomplete information, and in the commission's view, he must have known it", Judge Hornslet concluded.

The judge found that in his

ment would endure for more than a few months. Instead he will be remembered as the leader of a government which restored the country's finances. There is now a large current account surplus and although the budget has recently dipped into the red again, it is one of the smallest deficits in the EC.

On at least two occasions Mr Schlüter showed great political courage. In 1985, a centre-left majority in parliament was prepared to prevent Denmark ratifying the Single European Act. He dished the opposition by calling a referendum.

In 1988, the same parties created a crisis in the country's relations with Nato by demanding that alliance vessels entering Danish waters should declare whether or not they were carrying nuclear weapons. On that occasion Mr Schlüter settled the issue by calling a general election.

Following Mr Schlüter's resignation, confusion prevails as to what happens next. An election is unlikely, so there will now be an interregnum while the eight Folketing parties try to establish majority support for a successor.

The outgoing prime minister has nominated Mr Henning Dyrnes, the finance minister, but it was unclear yesterday whether he would obtain the necessary support or whether there will be a change of government, which might let in the Social Democrats after 10 years in opposition.

Although Denmark's political crisis may leave the EC rudderless for the time being, political commentators in Copenhagen do not expect it to affect the outcome of the second Danish referendum on the Maastricht treaty on European union, which will probably be held in May.

Denmark's prime minister resigns

Continued from Page 1

resignation announcement, it was quoted at Dkr3.8646 at lunchtime in the US, compared with its ERM floor of Dkr3.9016.

Mr Schlüter's resignation came just as Denmark was launching a campaign to set priorities for its six-month presidency of the EC. These include an early start to enlargement talks with Austria, Finland, Sweden and Norway;

greater transparency in EC decision-making; more subsidiarity - the devolution of decision-making to the appropriate national, regional and local level; and a push for tougher environmental legislation.

Mr Schlüter was only one victim of yesterday's report. The Speaker of the Folketing, Mr HP Clausen, also resigned, while several senior civil servants may face disciplinary action.

Tamilgate began in 1987 when Mr Erik Ninn-Hansen, as justice minister, broke the law by ordering civil servants to postpone entry permits for the wives and children of Tamil refugees from Sri Lanka.

In the UK, Euro-sceptic MPs called for debate of the bill implementing Maastricht to be suspended pending clarification of any consequences for the second Danish referendum.

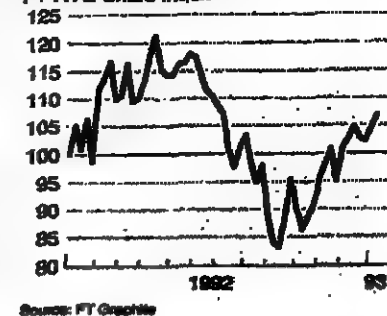
THE LEX COLUMN

Boxed in at TSB

FT-SE Index: 2759.2 (+13.9)

Rank Organisation

Share price relative to the FT-SE All-Share Index



on the road to recovery. The danger for the equity market is in over-estimating the speed at which it will travel. The £15m loss in video distribution will surely narrow further in 1993 and it is scarcely conceivable that Butlins will have as bad a year as 1992, but Rank itself is rightly cautious about the return of UK consumer confidence and the outlook for Rank Xerox is poor.

Rank seems set for a year of only modest profit growth. Further hotel disposals may make a small dent in its debt and the signs are Rank may realise quite attractive prices. But, barring a sale of its film and television interests, gearing will still be undeniably high a year from now. That means dividend growth may be slow to resume. Rank may yet be tempted to launch a rights issue once serious recovery gets under way. Small wonder the vultures are hovering over the film interests even though Rank categorically maintains they are not for sale. It might make more strategic sense for Rank to exit from its joint venture with Xerox. But if a serious offer did emerge for the film interests, shareholders would be right to demand it not be rejected out of hand.

There is not much point any more in carping about whether the Rank Organisation was wise to buy Maccos in 1990. The purchase left the company saddled with a large debt burden at just the wrong time in the cycle. Even critics of the original purchase must admit that the company has managed to live with high gearing reasonably well. Capital spending has been maintained at a level high enough to keep ahead of its competitors. Thanks admittedly to £15m worth of disposals, it recorded a positive cash flow of £6m last year before currency translation changes.

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US says only half targets were hit

Continued from Page 1

radar had been switched off during the raids but was now fully operational. "The aim was not to give a pretext for aggression," a military spokesman said. "Now, our anti-aircraft batteries with all their types are prepared to confront hostile activity."

Mr Saddam threatened earlier that any aircraft in Iraqi airspace would be a target for Iraq. Mr Tariq Aziz, deputy prime minister, said Iraq had accepted

two of the UN demands which provoked the raids. It would stop its incursions into Kuwait near the port of Umm Qasr and would allow UN weapons inspectors to fly to Baghdad in their own aircraft. But he repeated that Iraq would never accept the two no-fly zones set up by the allies.

Jordan and Egypt led yesterday's Arab criticism of the attack. They said the western allies applied double standards to the enforcement of UN resolutions.

Mr Ezzat Abdel-Maguid, secretary general of the Arab League, said military action against Iraq was not acceptable. "The air attack by the three western countries is a threat to the territorial integrity of Iraq and to the safety of the Iraqi people," he told a press conference.

Mr Richard Cheney, US defence secretary, dismissed Iraqi claims of civilian casualties as "gibberish". Baghdad said 19 died in the air strike.

US aircraft resumed patrols of

the no-fly zone yesterday to complete damage assessments and see if Iraqi aircraft seemed likely to act on Mr Saddam's threats of retaliation. Defence officials said further strikes might be triggered if Iraq continued to provoke the coalition.

"If Saddam doesn't comply, if he continues the kind of behaviour that we have seen in recent days, then we are perfectly prepared to use force again before January 20 when we leave office," Mr Cheney said.

World Weather		°C °F		°C °F		°C °F		°C °F		°C °F		°C °F		°C °F			
Algeria	14	57	Batavia	24	75	Bombay	24	75	Buenos Aires	14	57	Calcutta	24	75	Cairo	14	57
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Amman	10	50	Bombay	24	75	Bombay	24	75	Bombay	24	75	Bombay	24	75	Bombay	24	75
Bahrain	23	81	Bombay	24	75	Bombay	24	75	Bombay	24	75	Bombay	24	75	Bombay	24	75
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INTERNATIONAL COMPANY NEWS

Commerzbank operating profit increased by 20%

By David Waller in Frankfurt

STRONG TRADING during the last two months of 1992 helped Commerzbank, the third-largest of Germany's big banks, to increase its total operating profits by 20 per cent last year to approximately DM2.2bn (\$1.28bn).

Partial operating profits - which exclude a contribution from the bank's own-account trading activity - increased by 15 per cent to approximately DM2.07bn from DM1.8bn in 1991. Mr Martin Kohlhausen, the chief executive, revealed. Net interest income climbed by 10 per cent from DM4.2bn in 1991.

The figures, ahead of brokers' expectations, are not normally available until March or April but have been released early to support the bank's long-expected rights issue, announced earlier this week. Commerzbank is raising DM500m via a 1-for-1 rights issue at DM20 a share.

Mr Kohlhausen gave no figures for net profits, calculated

after provisions for bad and doubtful debts. But he said it would be inappropriate to raise the 1992 dividend from the DM10 a share paid in 1991 and that the priority would be to increase provisions.

Provisions on former Soviet debt will be increased from the current level of 60 per cent to the level of other bank's provisions, likely to be about 80 per cent. The bank will be providing against its exposure to the Olympia & York property group - which stands at DM530m - and Habsia, the troubled Danish insurance company, where the exposure is DM300m.

"The result was so good last year that it allows us to make provisions so that we will no longer be affected by these cases this year," Mr Kohlhausen said.

He said that the bank had only minimal exposure to Klockner-Werke, the steel company which last month filed for protection against creditors - and no exposure to any sizeable corpo-

rate problem cases in Germany.

In spite of the worsening economy, Mr Kohlhausen said he was confident about the current year's trading.

He argued that it was not necessarily the case that the quality of loan business would deteriorate: there was evidence of high-quality companies borrowing from the bank again where in more prosperous times they could finance themselves through cash-flow.

The rights issue was planned for last September but was postponed due to turbulent market conditions. The decision had been taken to raise the cash to remove uncertainty from the share price over the timing of the issue - and because of uncertainties facing the German stock market, Mr Kohlhausen explained.

He thought the positive impact of a cut in interest rates by the Bundesbank could be offset by poor corporate news and the worsening of the economy.

SBC in SFr122m bid for Hypobank

By Ian Rodger in Zurich

SWISS BANK Corporation (SBC) is making an agreed share exchange bid for Hypothekar-und Handelsbank Winterthur (Hypobank), a quoted regional bank based in Winterthur, worth about SFr122m (\$85.3m).

The bid, the latest in a series of takeovers in the overcrowded Swiss banking sector, reflects the growing pressure on small banks dependent on depressed domestic commercial and property business.

Last week, in the biggest acquisition to date, CS Holding, the parent company of Credit Suisse, launched an agreed share exchange worth SFr1.5bn for Swiss Volksbank, Switzerland's fourth-largest bank.

SBC, the second-largest bank, said then it did not seek to expand its domestic retail presence massively and so had not made a bid for Volksbank. But it would consider opportunities in regions where it was weak. This, it said yesterday, was the case in north-east Switzerland, where Hypobank was active.

Hypobank, in which Winterthur Insurance has a 77 per cent stake, has assets of SFr1.53bn and, at end-1991, reported net equity of SFr107m. Profits plunged in 1991 to SFr100,000 from SFr6m, and SBC said yesterday it made a small profit last year.

Final terms of the offer to all shareholders are to be set by accountants Coopers & Lybrand, but SBC expects it to be at the rate of three of its bearer shares for each of the 125,000 Hypobank bearer shares. SBC bearer shares closed yesterday up SFr1 to SFr3.86.

Postipankki in red
POSTIPANKKI, the Finnish state-owned bank, said the 1992 net loss deepened to about Fm600m (\$110m), compared with a loss of Fm135m in 1991. Reuter reports from Helsinki.

Rhône-Poulenc cuts profit forecast

By William Dawkins in Paris and Paul Abrahams in London

RHÔNE-POULENC, the French state-owned chemicals group scheduled for partial privatisation by the end of the month, yesterday estimated that operating profits rose between 5 per cent and 10 per cent last year and that net earnings would also rise.

The announcement, the third time Rhône-Poulenc has downgraded its 1992 operating profits forecast, comes a fortnight before the February 1 deadline which the government has set itself to sell to the public at least 6m Rhône-Poulenc shares, 10.6 per cent of the total.

Company forecasts for growth in operating profits this year have already been halved

from 20 per cent to 10 per cent. By mid-morning, Rhône-Poulenc investment certificates - or non-voting shares - had fallen to FF516 and ended the day down FF15 at FF511.

Analysts in London were divided about the implications of the announcement. Some believed it had effectively released all available information in preparation for the share sale. However, Mr Michael Woodcock, French analyst at Nikko Europe, said it was possible market conditions were such that the government could postpone the issue.

The lowest price is set by a Comité d'Evaluation des Entreprises Publiques, a body which ensures the government receives a fair price for its shares. The lowest price is

unknown, but some analysts believe it could be about FF500.

Mr Jean-Pierre Trouillet, finance director, said the end of the year had been difficult for chemicals because of the fall of the dollar and delays in purchases of agrochemicals by farmers, fearful of the consequences of European Community agriculture policy reform. Elf Aquitaine, the French state-owned oil group, recently revealed that its fertiliser sales had suffered from the same effect.

Rhône-Poulenc's net profits should rise in 1992, thanks to more asset sales than expected and a fall in debt servicing costs, Mr Trouillet told Le Figaro newspaper. The group sold FF44bn (\$740m) of assets last

year, FF1bn more than its initial forecast, on which it made a FF1bn capital gain. He estimated debts fell to less than 80 per cent of shareholders' funds by the end of 1992 and said Rhône-Poulenc was holding to its objective of cutting gearing to 50 per cent by 1994.

Net distributable profits fell by 21.4 per cent to FF1.1bn in the first nine months of 1992, or declined by 2.6 per cent before payments to preferred shareholders. Net profits in 1991 rose by 3 per cent to just over FF2bn.

Mr Trouillet expected group operating profits to rise again this year, despite the fact that Rhône-Poulenc is expecting economic conditions to get worse. Lex, Page 12

Pirelli sells Milanese property interest

By Haig Simonian in Milan

PIRELLI, the loss-making Italian tyre and cables group, has taken a further step in its financial recovery with the sale of a large part of its property interests.

The company has raised over L190bn (\$138m) by disposing of much of the land in its Tecno-city property development project. The sale should realise an extraordinary gain of around L400bn in the 1992 accounts.

Tecnocity, also known as Bicocca, involves derelict land adjacent to one of Pirelli's manufacturing and office complexes on the outskirts of Milan. The plant, still occupied in making cables, used to be one of Pirelli's biggest manufacturing sites before production was shifted to more modern facilities.

Pirelli said the extraordinary gain would in part be set off against unspecified extraordinary losses or other negative

items in its 1992 accounts. The group has been involved in a significant restructuring programme, with substantial job losses and some plant closures.

The Tecnocity site, which won outline planning approval late last year after lengthy bureaucratic delays, has been split into 11 separate lots. Each will be developed by a separate company. Milano Centrale immobiliare, a property development group associated with Pirelli, will have an average 28

per cent stake in each. Milan Centrale immobiliare, which recently established a closer relationship with Knight Frank & Rutley, the UK property consulting group, is owned by Pirelli & C, the ultimate holding company for Pirelli.

No financial projections have been revealed for the Tecnocity scheme. However, the project is one of the biggest new office development schemes in Milan at present.

Norway insurer gains business

By Karen Fosell in Oslo

VITAL FORSKRING, one of Norway's top three insurers, has won domestic corporate pension scheme business in 1992 worth additional funds of a net Nkr1.6bn (\$166m) and annual premium income of Nkr100m.

Gross new business last year reached an estimated Nkr1.3bn, providing annual premium income of Nkr115m.

Analysts said that following last year's collapse of UNI Storebrand into the hands of government-appointed administrators, a number of domestic insurers had acquired some of UNI's business.

Vital said it suffered a net outflow of reserves and funds totalling Nkr70m, representing a Nkr2.8bn, while Gjensidige, also among the top five insurers, lifted annual premium income last year by Nkr100m.

schemes, had agreements with 25 funds, 18 secured last year, with Nkr6bn of premiums and reserves under management and annual premiums of Nkr600m.

UNI Storebrand lost an estimated Nkr25m in annual premium payments in 1992 on pension schemes covering Nkr2.8bn, while Gjensidige, also among the top five insurers, lifted annual premium income last year by Nkr100m.

La Caixa posts 6.4% advance

By Tom Burns in Madrid

LA CAIXA, the Barcelona-based financial institution that ranks second after Italy's Cariplo among European savings banks, raised pre-tax profits last year by 6.4 per cent over 1991 to Ptas42.3bn (\$366m).

This comes after putting

aside Ptas34bn for bad debts, a 107 per cent increase on the 1991 provision for non-performing loans.

One of the most aggressive of the domestic savings banks, as well as the biggest, La Caixa has diversified in recent years to offer a full range of financial services, including commercial banking.

Last year, it signed an ambitious joint venture agreement with the Dutch-Belgian group Fortis aimed at securing a leading position in the Spanish insurance market.

Mr Josep Villanueva, La Caixa chairman, said yesterday funds managed by the savings bank had increased by 11.3 per cent last year.

Perstorp

Notice of Annual General Meeting

The Shareholders of Perstorp AB are hereby invited to attend the Annual General Meeting to be held on Saturday, 30th January, 1993 at 10 a.m. (Swedish time) at Perstorp AB's employee centre in Perstorp, Sweden.

Agenda

1. Election of Chairman to preside at the Meeting.
2. Preparation and approval of a voting list.
3. Election of two persons to approve the minutes.
4. Examination of whether the Meeting has been properly convened.
5. Presentation of the Annual Report, the Auditors' Report on the Parent Company, the Consolidated Accounts and the Auditors' Report on the Group.
6. Consideration of resolutions in respect of the following:
 - (a) the adoption of the Parent Company Income Statement, the Parent Company Balance Sheet, the Consolidated Income Statement and the Consolidated Balance Sheet;
 - (b) the appropriation of the Company's profit according to the adopted Balance Sheet; and
 - (c) the Directors' and the Managing Director's discharge from liability.
7. Determination of the number of Directors and deputy members of the Board and Auditors.
8. Determination of the fees for the Board of Directors and the Auditors.
9. Election of the Board of Directors and the Auditors.
10. The Board of Directors' proposed amendments to the Articles of Association concerning:
 - (a) a modification of the pre-emption clause regarding the A-shares;
 - (b) an obligation for a shareholder upon reaching ownership levels of 33 1/3 or 50 per cent of the total number of votes in the Company to redeem at the request of any other shareholder their shares in the Company; and
 - (c) some minor amendments of a technical nature.
11. Closing.

In order to take part in the Annual General Meeting, Shareholders must be registered in the Shareholders' Register maintained by the Swedish Securities Register Centre (Värdepapperscentralen VPC AB) not later than Wednesday, 20th January, 1993. Shareholders who have placed their shares in trust must temporarily re-register the shares in their own names to allow them to participate in the Meeting. Such re-registration must be made not later than Wednesday, 20th January, 1993.

A Shareholder may attend and vote at the Meeting in person or by proxy. However, in accordance with Swedish practice the Company does not send forms of proxy to its Shareholders. Shareholders wishing to vote by proxy should submit their own forms of proxy to the Company.

Notification of intended participation at the Annual General Meeting must be given to Perstorp AB not later than Tuesday, 26th January, 1993 at 3 p.m. (Swedish time):

- by telephone, by calling (010) 46 435-38286 (direct line); or
- by mail, addressed to Perstorp AB, S-284 80 Perstorp, Sweden.

The Company will confirm receipt of notice of participation by sending an admission card to be shown at the Meeting. This confirmation will also include a detailed description of the most suitable route to Perstorp.

The Board of Directors has decided to propose that the Record Date for dividends be Wednesday, 3rd February, 1993. Should this be approved, it is anticipated that the dividend will be distributed by the Swedish Securities Register Centre on Wednesday, 10th February, 1993.

The complete proposal of the Board of Directors regarding the amendments to the Articles of Association will be made available for inspection by the Shareholders at the head office of Perstorp AB in Perstorp and at the offices of Enskilda Securities, Skandinaviska Enskilda Limited at 26 Finsbury Square, London EC2A 1DS from Friday, 22nd January, 1993.

Perstorp, January 1993

The Board of Perstorp AB

Banco de la Provincia de Buenos Aires

Grand Cayman Branch

US\$46,700,000
Par floating rate notes due 2009

US\$42,150,000
Discount floating rate notes due 2003

For the period 15 January 1993 to 15 July 1993 the notes will bear interest as follows:

Par Notes 2.637% per annum.
Interest payable on 15 July 1993 will amount to:

US\$66.29 per US\$5,000 note
US\$132.58 per US\$10,000 note
US\$1,325.85 per US\$100,000 note

Discount Notes 4.395% per annum. Interest payable on 15 July 1993 will amount to:

US\$110.49 per US\$5,000 note
US\$220.97 per US\$10,000 note
US\$2,209.71 per US\$100,000 note

Agent: Morgan Guaranty Trust Company

JPMorgan

Notice of Redemption



Mortgage Funding Corporation No. 4 PLC

(Incorporated in England and Wales with limited liability under registered number 2133465)

£100,000,000 Class A1 Mortgage Backed Floating Rate Notes Due 2035

NOTICE IS HEREBY GIVEN to the holders of the Class A1 Notes, that the issuer has determined in accordance with the Redemption provisions set out in the Terms and Conditions, the Class A1 Notes in the amount of £10,000,000 will be redeemed on the next Interest Payment Date, 29th January, 1993 (the "Redemption Date").

The Class A1 Notes will be redeemed on a pro rata basis and the Principal Payment per Class A1 Note will be £10,000. The Principal Payment on each Class A1 Note will be made in accordance with the operating procedures of Euroclear and Cede.

15th January, 1993

15th January, 1993

THE MANAGED CONVERTIBLE FUND

formerly The Equity Warrant Fund (Europe)

SICAV

Luxembourg, 11, rue Aldringen
R.C. Luxembourg N° B 34758

Notice to the shareholders

As the Board of Directors' Investment Strategy changes have been approved by the Directors of the SICAV, the Extraordinary General Meeting held on 11th January 1993, has resolved to change the denomination of the Sicav from The Equity Warrant Fund (Europe) to The Managed Convertible Fund. This modification will be published in the Memorial C of 2nd March 1993.

The Fund will invest in international convertible bonds as from 11th February 1993. Owing to this change of the denomination, the share certificates are to be presented, as from 1st February 1993, at the counters of Kredietbank S.A. Luxembourg, 43, boulevard Royal, Luxembourg, for being stamped. As from 1st March 1993 unstamped certificates are no longer of good delivery at the Luxembourg Stock Exchange.

Until 11th February 1993, the shareholders may redeem their shares in The Managed Convertible Fund without deduction of the redemption commission.

The Board of Directors

CHEMICAL NEW YORK CORPORATION

US \$250,000,000 FLOATING RATE NOTES DUE OCTOBER 1997

In accordance with the provisions of the Trust Agreement, the interest payable on the notes is hereby given that for the interest period from 15 January 1993 to 15 April 1993 the interest rate of 6 1/4% per annum.

The interest payable on the notes is hereby given that for the interest period from 15 April 1993 to 15 July 1993 the interest rate of 6 1/4% per annum.

The interest payable on the notes is hereby given that for the interest period from 15 July 1993 to 15 October 1993 the interest rate of 6 1/4% per annum.

The interest payable on the notes is hereby given that for the interest period from 15 October 1993 to 15 January 1994 the interest rate of 6 1/4% per annum.

The interest payable on the notes is hereby given that for the interest period from 15 January 1994 to 15 April 1994 the interest rate of 6 1/4% per annum.

The interest payable on the notes is hereby given that for the interest period from 15 April 1994 to 15 July 1994 the interest rate of 6 1/4% per annum.

The interest payable on the notes is hereby given that for the interest period from 15 July 1994 to 15 October 1994 the interest rate of 6 1/4% per annum.

The interest payable on the notes is hereby given that for the interest period from 15 October 1994 to 15 January 1995 the interest rate of 6 1/4% per annum.

The interest payable on the notes is hereby given that for the interest period from 15 January 1995 to 15 April 1995 the interest rate of 6 1/4% per annum.

The interest payable on the notes is hereby given that for the interest period from 15 April 1995 to 15 July 1995 the interest rate of 6 1/4% per annum.

The interest payable on the notes is hereby given that for the interest period from 15 July 1995 to 15 October 1995 the interest rate of 6 1/4% per annum.

NOTICE

to the holders of the outstanding

ECU 75,000,000 8 per cent guaranteed notes due 1993

PIRELLI FINANCIAL SERVICES COMPANY N. V.

Notice is hereby given to the holders of the above Notes that, at the

advised Meeting of such holders convened by the Notice of Meeting published in the Financial Times and the Luxembourg Wort on 18th December, 1992, and held at 12:30 p.m. (London time) on 30th December, 1992, the Extraordinary Resolution set out in such Notice was duly passed. Accordingly the modifications to the Terms and Conditions of such Notes and the Trust Deed constituting them referred to in such Notice have been made with effect from 30th December, 1992, by means of a Supplemental Trust Deed of the same date.

15th January, 1993

PIRELLI FINANCIAL SERVICES COMPANY N. V.



Republic of Iceland U.S. \$125,000,000

Floating Rate Notes due 2000

Holders of Floating Rate Notes of the above issue are hereby notified that for the Interest Period from 19th January, 1993 to 18th July, 1993 the following information will apply:

1. Rate of Interest: 5 1/4% per annum
2. Interest Amount payable on Interest Payment Date:
 - US \$283.96
 - Per US \$10,000 Nominal or
 - US \$6,588.96
 - Per US \$250,000 Nominal
3. Interest Payment Date: 18th July, 1993

Agent Bank

Bank of America International Limited

NOTICE TO FAR-EAST EQUITY FUND UNITHOLDERS

The Board of Directors held at Luxembourg as at October 16th, 1992, upon approval of the Authority of the Société de la Bourse de Luxembourg S.A., on the one hand, and the Depositary Bank, on the other hand, approved that the units of FAR-EAST EQUITY FUND will not be listed on the Luxembourg Stock Exchange from March 1st, 1993.

After this date, the FAR-EAST EQUITY FUND unitholders may enquire at the head office of the Management Company, respectively of the Depositary Bank.

Luxembourg, December 28th, 1992.

Exact certified true:
Far-East Equity Fund Management Company S.A.,
C. Cadé-Director, A. Hordé-Director,
United Overseas Bank (Luxembourg) S.A. Depositary Bank

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CHEMICAL
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مكتبة من الأعمال

Digital stock soars as losses narrow

By Louise Kehoe
in San Francisco

DIGITAL Equipment yesterday unveiled better-than-expected second-quarter results, with losses narrowing as the computer manufacturer cut costs and restructured its operations.

Net losses for the quarter were \$73.9m, compared with a net loss of \$155.2m in the second quarter of fiscal 1992. Operating revenues of \$3.7bn were up 6 per cent from \$3.5bn on a year ago.

Losses per share amounted to 57 cents, against \$1.25, but Wall Street analysts had predicted losses of around 86 cents per share. Digital's share price rose sharply on news of the results to trade at \$39.4 before

the close, up from Wednesday's close of \$34.7.

Net losses for the first half were \$334.4m, against a loss of \$629.1m last time, which included a \$485.5m charge for a change in accounting for retirement health benefits. Total operating revenues for the period were \$7bn, up 3 per cent from \$6.8bn last year.

Per share results were a \$2.60 loss, against a loss of \$5.05. "We are encouraged with our progress toward the transformation of Digital," said Mr Robert Palmer, president and chief executive.

Mr Palmer, who succeeded Mr Kenneth Olson - Digital's founder - as president in October, recently announced plans to restructure the company into nine business units.



Robert Palmer: encouraged

"Beginning in fiscal year 1994, these business units will have all of Digital's worldwide

profit responsibility," Mr Palmer said yesterday.

Mr William Steul, vice-president and chief financial officer said: "While we were encouraged by our improvement in overall operating results compared with last year, results from some countries outside the US remained soft. Given the economic uncertainties worldwide, our outlook remains cautious."

"Our cost reduction efforts are continuing to produce results," he added. "Research and development spending declined by \$15m and sales and general spending was essentially flat compared with the second quarter of last year."

Digital cut its workforce by almost 6,500 to 102,100 during the second quarter.

Motorola lifted by record fourth term

By Louise Kehoe

MOTOROLA's share price rose sharply yesterday on record fourth-quarter sales and earnings, driven by strong growth in the US electronics manufacturer's communications and semiconductor businesses.

The share price was 56% higher at \$119 before the close in New York.

Net earnings for the quarter were \$181m, or \$1.35 a share, compared with \$126m, or 96 cents, a year ago. Revenues were \$3.71bn, up 22 per cent from \$3.04bn in the corresponding period a year ago.

Net earnings for the year were \$453m, or \$3.39, after a \$123m charge for accounting benefits related to retirement

Worldwide demand for Motorola's products and services continued to grow in the fourth quarter said Mr George Fisher, chairman and chief executive. "While economic conditions remain uncertain in Europe and Japan, robust growth should continue in Asia Pacific markets."

"We expect North America to continue the modest recovery from the 1990-91 recession."

Motorola said its semiconductor sales increased 22 per cent to \$4.48bn in 1992. In communications, sales rose 14 per cent to \$4.14bn.

The Government Electronics Group's sales fell 8 per cent to \$650m.

The group recorded an operating loss, compared with a profit a year ago which stemmed from increased investments in the proposed Iridium global communications system.

Motorola's computer business, which has been a weak performer in recent years, increased sales by 7 per cent to \$625m.

The group posted an operating profit, compared with a loss a year ago.

Bank of New York profits climb sharply to \$369m

By Alan Friedman
in New York

THE BANK of New York, a large and conservatively-managed commercial bank, turned in net profits of \$369m, or \$4.23 a share, for 1992, up sharply from \$122m, or \$1.28, in 1991.

Earnings were helped by stronger fee income, wider interest spreads and lower bad debt provisions.

Net income in the fourth quarter of 1992 was \$104m (\$1.14 per share), up from \$66m, or 80 cents, in 1991.

On Wall Street, its share price was \$1.10 higher at \$55 before the close.

First Chicago turned in fourth-quarter net earnings of \$138.6m, or \$1.53, compared with a \$15.1m loss in the corresponding quarter of 1991. Earnings for the whole of 1992 were \$33.5m, down from \$116.3m the previous year.

Mr Richard Thomas, chairman, said the level of non-performing assets declined to \$41m, the lowest since 1985, and commercial credit quality was improving.

Bad debt provisions for 1992 were \$425m, down from \$440m. The bank's return on its \$49.3bn of assets in 1992 was just 0.17 per cent, even lower than the 0.22 per cent a year before.

In New Jersey, First Fidelity said its 1992 net earnings were \$1.8 per cent higher at \$313.7m. The bank's fourth-quarter net profit was 5.9 per cent better at \$89.6m, while the return on assets was 1.15 per cent.

The New Jersey bank, which has been hit in the past by heavy commercial real estate loan losses, has embarked on a recovery campaign. But Mr Tony Terracciano, chairman, said: "We have come only part way in our efforts to bring the company to its full earnings potential."

In Florida, Barnett Banks, one of the biggest in the state, said its fourth-quarter net income fell to just \$6.3m in 1992 from \$44.1m the previous year because of a \$92.6m restructuring write-off that resulted from its merger last month with First Florida.

For the whole of 1992 Barnett earned \$207.7m of net profit, up sharply from \$81.4m in 1991.

S&P credit warning for US carriers

By Nikki Tait

STANDARD & Poor's, one of the large Wall Street rating agencies, yesterday placed the debt securities of the three largest US carriers on credit-watch with a view to downgrading them. The companies are AMR, parent of American Airlines, UAL, parent of United, and Delta Air Lines.

The rating agency said the creditwatch listings were based on adverse industry and competitive developments that have worsened an already negative credit outlook.

S&P cited the prevalence of foreign investment in second-tier US carriers, which was allowing these airlines to maintain operations and "potentially pose more significant competition".

Air Canada, for example, planned to invest in Houston-based Continental Airlines, while KLM Royal Dutch Airlines planned to integrate operations with Northwest Airlines.

S&P pointed to the continued operation of bankrupt carriers, which were prolonging industry overcapacity caused by weak demand and over-aggressive aircraft orders.

Strong gaming results lift Hilton

By Nikki Tait in New York

HILTON Hotels, the California-based lodging and gaming company, yesterday reported a 23 per cent improvement in after-tax profits during 1992, to \$103.9m. The advance was largely due to better results from the casino side, with the hotels turning in a flat performance.

Overall, the company posted operating profits of \$219.9m for the year, a 19 per cent improvement. Within this, however, the gaming division - boosted by the purchase of the Reno Hilton at the end of July - made \$153.4m, up from \$115m, while the hotels side posted

operating profits of \$91.5m, slightly lower than the previous year's \$92.9m. Total revenues were \$1.23bn, an 11 per cent advance.

During the fourth quarter, net profits were \$26.5m, down from \$29.8m in the same period of 1991. Operating profits were marginally higher at \$26.4m, but although the gaming division showed a 33 per cent operating profit improvement, the hotels slipped by 6 per cent.

Yesterday, Hilton said it continued to see "weak conditions in certain key markets", on the hotel front, and average room rates were lower than in 1991 "due to competitive conditions".

Hilton said it planned to spend \$246m on expansion and renovation of properties in Nevada during the next two years and estimated the cost of its gaming riverboat venture in Kansas City - which is still subject to approval by local residents - at \$75m.

Hotel occupancy for 1992, however, increased to 66 per cent - a couple of percentage points higher than in 1991.

On the gaming side, the company was much more optimistic.

The Nevada property saw occupancy rise from 85 per cent to 87 per cent, with an increase from \$1 to \$6 per cent in the final quarter.

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Swedbank to seek state support

By Christopher Brown-Humes
in Stockholm

SWEDBANK yesterday became the latest Swedish bank to seek government support. In a further indication of the extent of the crisis facing the country's financial sector.

The bank, which claims to be the largest bank in the Nordic countries after being formed from 11 savings banks, said it was worried that continuing recession in the Swedish economy would put it in breach of

international capital adequacy requirements during 1993.

Mr Goran Collett, Swedbank managing director, also warned the bank's 1992 deficit could be even greater than the SKr6.5bn (\$1.1bn) predicted last October when credit losses for the year were anticipated to total SKr14.5bn. "It could be another SKr1bn more," he stated.

Swedbank had already warned it might have to seek state support if the economic outlook did not improve.

Its decision to seek discussions with the Finance Ministry means Svenska Handelsbanken is the only leading Swedish bank not to be inquiring about or already receiving state support.

In the first eight months of 1992, Swedbank suffered an operating loss of SKr6.5bn, after loan losses rose to SKr10.4bn. Its capital adequacy ratio stands at around 8.5 per cent, but is likely to fall below 8 per cent this year without an economic upturn.

Swedish banks are facing a crisis of confidence, with deposits falling and loan losses rising. The government is expected to provide support to the banks.

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FCC forecasts significant turnaround

By Robert Gibbons
in Montreal

PEAK US timber prices, a sharply lower Canadian dollar and strengthening demand for most papers are bringing back some optimism in the battered Canadian forest products industry.

A restructured Fletcher Challenge Canada, the first integrated group to report for the final quarter of 1992, says a significant turnaround is under way. The company is 72 per cent-owned by Fletcher Chal-

lenge of New Zealand. In the second quarter to December 31, it lost C\$4.8m (US\$3.2m), or 6 cents a share, against a profit of C\$17.2m, or 28 cents, a year earlier which included a C\$35m net gain on an asset sale. Sales were C\$25m, against C\$250m.

The first-half loss was C\$23.6m, or 30 cents a share, against a small profit equal to 1 cent a share a year earlier after the special gain. Sales were C\$470m, against C\$503m.

The figures mark a significant turnaround, said the company. For instance, newsprint shipments in the second quarter were up 49 per cent and coated papers 11 per cent.

Overall, the industry is expected to post total losses of nearly C\$1bn for all 1992, against a loss of C\$2.5bn in 1991. It shipped 75 per cent of its products to the US.

Price increases are likely in the second quarter of 1993 and inventories will tighten.

Timber prices have soared with rising US housing starts and some mills are calling back workers to raise output.

matter suggested that Zale could emerge from Chapter 11 by the second quarter of 1993.

Zale's equity is largely owned by Peoples Jewellers, based in Toronto, and Swarovski International Holding, a vehicle for the wealthy Austrian family. It was unclear if existing shareholders would get anything in the reorganisation.

One party involved in the

had run into problems with the creditors of its credit unit, Zale Credit Corporation.

Under bankruptcy procedure, the reorganisation scheme must be approved by the courts. Full details of the plan were not available immediately, but it is understood to involve a debt-for-equity swap by creditors.

The company's efforts to haul itself out of Chapter 11

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The company's efforts to haul itself out of Chapter 11

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Zale agrees reorganisation scheme

By Nikki Tait

ZALE Corporation, the largest jewellery retailer in the US but operating under Chapter 11 bankruptcy protection since January 1992, is believed to have reached agreement on a reorganisation plan with all its leading creditors.

The company's efforts to haul itself out of Chapter 11

had run into problems with the creditors of its credit unit, Zale Credit Corporation.

Under bankruptcy procedure, the reorganisation scheme must be approved by the courts. Full details of the plan were not available immediately, but it is understood to involve a debt-for-equity swap by creditors.

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The company's efforts to haul itself out of Chapter 11

U.S. \$802,815,000 HYDRO-QUÉBEC

- 10.70% Debentures, Series GV, Due October 15, 2007
- 11¼% Debentures, Series DS, Due October 15, 2009
- 13¼% Debentures, Series EC, Due October 15, 2010
- 13¾% Debentures, Series FG, Due February 15, 2013
- 13¼% Debentures, Series FL, Due December 15, 2013

Fixed Spread Tender Offer

Hydro-Québec has offered to purchase any and all of its outstanding Debentures of each series listed below. The Purchase Price for a Debenture of any series will be the price resulting from a yield to the Call Date for such series equal to the sum of (i) the yield to maturity of the benchmark U.S. Treasury Note designated below in relation to such series as calculated by the Dealer Manager in accordance with standard market practice, based on the bid price for such benchmark U.S. Treasury Note at the time the holder agrees to tender such Debenture, displayed on the Cantor Fitzgerald Quotation Service for U.S. Government Securities, in the case of Series GV, DS and EC, and on page GOVT PX6 of Bloomberg, in the case of Series FG and FL, plus (ii) the fixed spread for such series of the Debentures designated below (such price being rounded to the nearest cent per U.S. \$1,000 principal amount of Debentures). In addition, Hydro-Québec will pay accrued interest from, and including the date of, the last regular payment of semi-annual interest up to, but not including, the Settlement Date, which shall be the fifth New York business day following the date on which the holder agrees to tender such Debentures. The terms of the Tender Offer are more fully described in the Offer to Purchase dated January 13, 1993.

Issue	Amount Outstanding	Benchmark U.S. Treasury Note	Fixed Spread (in basis points)
Series GV	U.S. \$250,000,000	6 % Note due 12/31/97	65
Series DS	U.S. \$197,986,000	4¾% Note due 12/31/94	40
Series EC	U.S. \$128,404,000	5¼% Note due 11/15/95	45
Series FG	U.S. \$ 89,400,000	8¼% Note due 2/15/98	53
Series FL	U.S. \$137,025,000	8¾% Note due 11/15/98	53

Debentureholders may ascertain the purchase price applicable to any series of Debentures at a particular time by contacting Merrill Lynch & Co. at the telephone number listed below.

THIS TENDER OFFER EXPIRES AT 5:00 P.M., NEW YORK TIME, WEDNESDAY, JANUARY 27, 1993. NO TENDERS WILL BE ACCEPTED PRIOR TO 9:00 A.M. OR AFTER 5:00 P.M., NEW YORK TIME, ON ANY NEW YORK BUSINESS DAY DURING THE TERM OF THE OFFER.

Requests for copies of the Offer to Purchase and questions relating to the Offer to Purchase and this announcement should be directed to:

Steve Renshan or Franklin Lee
(212) 449-1240
(collect)

Dealer Manager:

Merrill Lynch & Co.

January 14, 1993

Market Myths and Duff Forecasts for 1993
Corporate profits will soar. Bonds have had their day. The US dollar is in a bull market. You did NOT read that in *FullerMoney* - the iconoclastic investment letter.
Call Jane Farquharson for a sample issue (once only).
Tel: London 71 - 439 4261 (071 in UK) or Fax: 71 - 439 4262

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The fastest most reliable service used by investors Worldwide.
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Available on your portable or desktop PC at the lowest possible price.
For further information call 071-921 9272

Notice of Early Redemption
Union Bank of Finland Ltd
(Now known as Unitas Ltd and Union Bank of Finland Ltd)
(Incorporated with limited liability in the Republic of Finland)
U.S. \$125,000,000
10% per cent. Bonds due 1996
NOTICE IS HEREBY GIVEN that in accordance with Condition 5 (C) of the Terms and Conditions of the Bonds, the Bank will redeem all of the outstanding Bonds at their principal amount on 15th February, 1993, when interest on the Bonds will come to accrue. Repayment of principal will be made upon presentation of the Bonds with all unattached Coupons attached, at the specified offices of any one of the Paying Agents mentioned hereon.
Accrued interest due 15th February, 1993 will be paid in the normal manner against presentation of Coupon No. 4, on or after 15th February, 1993.
Bonds and Coupons will become void within ten and five years respectively after the Relevant Date (as defined in Condition 7).
Bankers Trust Company, London Agent Bank
15th January, 1993

1992 PRELIMINARY CONSOLIDATED SALES

(FF millions)	1992	1992/1991
France	2,950	+ 5 %
Germany	1,196	+ 4 %
Other European countries	2,599	+ 1 %
Outside Europe	1,512	+ 3 %
Total	8,256	+ 2 %

With constant parties, consolidated sales would have risen by 4% overall, 2% in other European countries, and 7% outside Europe.

NOTICE
to the holders of the outstanding
US\$ 50,000,000 Guaranteed 7 per cent.
Convertible Bonds due 1995
Pirelli Financial Services
Company N.V.
Notice is hereby given to the holders of the above Bonds that, at the adjourned Meeting of such holders convened by the Notice of Meeting published in the Financial Times and the Luxembourg Writ on 18th December, 1992 and held at 12 noon (London time) on 30th December, 1992, the Extraordinary Resolution set out in such Notice was duly passed.
Accordingly the modifications to the Terms and Conditions of such Bonds and the Trust Deed constituting them referred to in such Notice have been made with effect from 30th December, 1992 by means of a Supplemental Trust Deed of the same date.
Pirelli Financial Services Company N.V.
15th January, 1993

VOGELTRUISBULT METAL HOLDINGS LIMITED
(Incorporated in the Republic of South Africa)
(Registration No. 05/0436/08)
PRELIMINARY ANNOUNCEMENT OF RESULTS

	Year ended 31 December	1992	1991
	R000	R000	
Revenue			
Income from investments	8 808	12 033	
Interest and sundry revenue	737	509	
	9 545	12 542	
Expenditure and amounts written off	2 865	684	
Administration and general	803	684	
Amounts written off investments	1 860		
Profit before tax	5 882	11 878	
Tax	3	15	
Profit after tax	5 879	11 863	
Unappropriated profit, brought forward	43	216	
	5 922	12 079	
Less	5 698	12 036	
Dividends declared	6 438	11 036	
Interim 15c (25c)	2 759	4 500	
Final 20c (35c)	3 679	6 438	
Transfer to general reserve	250	1 000	
Unappropriated profit, carried forward	34	43	
Earnings per share - cents	36	65	
Dividends per share - cents	35	80	
Times dividends covered	1.0	1.1	
Net assets (as valued) per share - cents	975	1 085	

DECLARATION OF FINAL DIVIDEND
Dividend No. 92 of 20 cents per share, in respect of the year ended 31 December 1992, has been declared in South African currency, payable to members registered at the close of business on 29 January 1993.
Warrants payable on 24 February 1993 will be posted on 23 February 1993.
Standard conditions relating to the payment of dividends are obtainable from the share transfer offices and the London Office of the company.
Request for payment of the dividend in South African currency by members on the United Kingdom register must be received by the company on or before 29 January 1993 in accordance with the above-mentioned conditions.
The register of members will be closed from 30 January to 5 February 1993 inclusive.

By order of the Board
per pro GOLD FIELDS CORPORATE SERVICES LIMITED
London Secretaries
S.J. Dunning, Secretary

United Kingdom Registrar:
Barclays Registrars,
Bourne House,
Beckenham, Kent BR3 4TU

14 January 1993
A Member of the Gold Fields Group

INTERNATIONAL COMPANIES AND FINANCE

Nissan and Mazda in supply deal

By Charles Leadbeater
in Tokyo

NISSAN and Mazda, two of Japan's leading carmakers, have agreed to provide each other with small vans and light trucks in a significant step towards the consolidation of the hard-pressed Japanese motor industry.

Under the deal, Nissan is likely to suspend production of some of its light commercial vehicles and instead sell trucks supplied by Mazda. Mazda will streamline its range of vans by being supplied by Nissan.

Mr Yoshifumi Tsuji, Nissan president, said the alliance was designed to improve profitability by reducing development costs.

The partnership is the latest sign of the pressure Japan's vehicle makers are under to cut costs in response to sharp falls in profits over the past two years.

It follows a similar deal announced last month between

Izusu and Honda. Izusu will supply Honda with its Rodeo recreational vehicle, plugging an important gap in Honda's product range. Honda will supply Izusu with small passenger cars. Izusu is pulling out of passenger car production.

The pressure for consolidation among the weaker producers in the Japanese car industry, which is struggling beneath a burden of excess production capacity, marks a sharp change of fortune.

Until about 18 months ago, the Japanese producers were confidently expanding across the world and widening their product ranges. In the past year, cuts in capital investment have become widespread, companies are lengthening the gap between model changes and pulling in their horns internationally.

Analysts believe the current downturn may usher in an era of slow growth in car demand which will make it increasingly difficult for Japan to sup-



Yoshifumi Tsuji: expects alliance to cut costs

port nine fiercely competitive car producers.

The Japanese industry is separating into two groups. Companies such as Toyota, the leading producer, Mitsubishi and Suzuki are weathering the downturn in relatively sound financial health.

However producers such as Nissan, Mazda and Honda have been badly hit by declining sales just as they are shouldering the financial burden of heavy investments they made in the late 1980s.

Mr Koji Endo, analyst at S.G. Warburg securities said: "No Japanese maker other than Toyota has the resources to sustain a comprehensive product range. This deal is the first step towards a wider partnership and other companies will have to follow, targeting their resources at specific segments of the market."

Nissan reported a loss in the six months to the end of last September of ¥14.24bn (\$113m) largely because it has been losing market share in Japan's declining market. Nissan's sales in Japan last year fell by 20 per cent to 546,776 units and its market share fell by 1.2 per cent to 22 per cent.

Mazda reported a 73 per cent fall in pre-tax profits for the first half of the year to ¥3bn.

Investment cut planned by Japan Airlines

By Bethan Hutton in Tokyo

JAPAN Airlines yesterday announced drastic restructuring plans aimed at reversing pre-tax losses estimated at ¥50bn (\$398m) for the year to March 1993.

Over the next two years the airline plans to cut investment by ¥100bn a year, and costs by ¥100bn next year. Total investment for 1993-1997 is now projected at ¥1,000bn rather than the original ¥1,500bn. JAL says this will enable it to break even in the next financial year, return to profitability in 1994, and restore dividends in 1995. The airline made pre-tax losses of ¥6.4bn last year.

Restructuring plans were first announced in June, but deepening losses have made further action necessary. JAL blames its difficulties on falling international passenger demand, particularly from business travellers, and increased competition.

The main target of capital spending cuts will be the introduction of new aircraft. The scheduled acquisition of 25 Boeing 747-400s will be delayed, but five smaller-capacity Boeing 767s will be added to 35 other aircraft already on firm order. Cuts in ground investment include three large airport-based projects, and leasing rather than buying information systems.

JAL aims to decrease its reliance on international traffic revenues from 70 per cent to 60 per cent over the next four years by increasing its share of the domestic flight market to at least one-third.

Withdrawal from some unprofitable international routes and increased capacity to more popular destinations, such as Shanghai, Hawaii and Rome are also planned.

The airline said personnel would be further reduced, after about 400 jobs cuts last year, but gave no indication of the scale of possible cuts. The hiring of ground staff, which was halved in this financial year, will be frozen in 1994.

Bangkok Bank beats forecast with Bt10.5bn

BANGKOK Bank, Thailand's largest bank, posted better-than-expected net profits of Bt10.5bn (\$411m), or Bt10.54 a share, for 1992, against Bt7.3bn, or Bt6.23, a year ago, Reuters reports from Bangkok.

The bank said the earnings growth could be attributed to a 14.9 per cent rise in lending during the year, despite sluggish investment by the Thai private sector.

Mr Mike Stead, an analyst at Union Securities, a local brokerage, said Bangkok Bank had been expected to net Bt9.6bn profits, or Bt9.90 a share, in 1992.

Mr Damrong Kriemamara, deputy chairman, said the bank was raising its 1993 provision for loan loss reserves to Bt15bn from Bt12bn a year earlier. The bank would continue to focus on improving the quality of its loans in 1993 with its market share receiving a lower priority.

Mr Chattri Sophonpanich, executive chairman, said the bank was seeking to expand its foreign business especially in Indonesia and China, to boost its position as a big regional bank.

Westpac shares fall after Packer resigns from board

By Kevin Brown in Sydney

WESTPAC, the troubled Australian bank, was plunged into renewed uncertainty yesterday after Mr Kerry Packer and an associate resigned from the board following a dispute about the bank's restructuring programme.

Westpac shares fell 13 cents to A\$2.91 after the resignations, underlining market concern about the departure of Mr Packer, proprietor of the Consolidated Press Holdings media group, and Mr Al Dunlap, ConPress managing director.

Analysts said the shares were likely to come under further pressure unless the resignations were properly explained. However, ConPress said neither Mr Packer nor Mr Dunlap would comment.

Westpac said the resignations followed a "disagreement" about management of the restructuring programme, announced late last year after the bank announced a record net loss of A\$1.5bn (US\$1bn) for the year to the end of September.

The dispute is believed to have centred on the pace of restructuring and the choice of a managing director to replace Mr Frank Conroy, who resigned in December following pressure from Mr Packer and other major shareholders.

Mr Packer is believed to have sought the appointment of Mr Dunlap, an American corporate restructuring specialist who has carried out a



Kerry Packer: formally joined Westpac board last week

successful shake-up at ConPress over the past year.

Westpac said a replacement for Mr Conroy would be announced before the bank's annual meeting next week, when the board is expected to be the target of strong criticism from shareholders.

Mr John Uhrig, chairman, said the board had agreed to accelerate the restructuring programme by cutting between 10 per cent and 20 per cent of staff over the next three years.

The bank also plans to cut costs and improve revenue by A\$300m a year, reduce the ratio of expenses to revenue from 70 per cent to 58 per cent, and cut corporate lending risks by A\$100m by 1995.

Mr Packer is believed to have sought a much faster redundancy programme and a

bigger reduction in corporate lending, which would have reduced Westpac's assets from A\$110bn to well below A\$100bn.

Mr Packer and Mr Dunlap formally joined the Westpac board last week after ConPress acquired nearly 10 per cent of Westpac's shares, close to the ceiling allowed under federal banking law.

ConPress could lift its holding to a maximum of 15 per cent, but only with the consent of Mr John Dawkins, the federal treasurer and the Westpac board.

Westpac has been in difficulties since the failure in October of a A\$1.72bn rights issue which closed 72 per cent under-subscribed, leaving many sub-underwriters holding unwanted shares.

Five directors resigned after the rights issue debacle, including the then chairman. The bank's shares, which traded at about A\$4.50 at the beginning of 1991, fell to a low of about A\$2.65 in November after the announcement of the record loss.

Documents filed with the Australian Securities Commission, the corporate watchdog, showed that ConPress increased net profits to A\$467m in the year to June 30, compared with A\$17.6m in the previous year.

The documents showed that the shake-up masterminded by Mr Dunlap included the sale of more than 90 companies, leaving the company debt-free.

Campbell Soup increases bid for Arnotts

By Kevin Brown

CAMPBELL Soup, the US food group, yesterday increased its takeover offer for Arnotts, the Australian biscuit maker, from A\$8.80 to A\$8.50 a share, valuing the group at just under A\$1.3bn (US\$874m).

The increased offer followed a ruling by the New South Wales Supreme Court that a 1985 agreement between the companies means that Campbell cannot vote more than 14.9 per cent of its shareholding unless it acquires at least 85.1 per cent of Arnotts' stock.

Arnotts had appealed against

an earlier ruling by a lower court that the agreement would become invalid if Campbell acquired more than 40 per cent of Arnotts' shares. Campbell is thought unlikely to consider a further appeal to the federal High Court.

Campbell, which owns 32.9 per cent of Arnotts, had hoped to acquire a further 17.2 per cent of the stock for A\$206m, giving it a majority shareholding of 50.1 per cent.

Mr David Johnson, Campbell's chief executive, said the revised offer was "final" and would not be improved. However, analysts said the

offer might be insufficient to acquire a large enough holding to exercise control. Arnotts' shares closed 30 cents higher at a record A\$9.50 on the Australian Stock Exchange, matching the revised offer.

The revised bid represents a multiple of 27 times 1991-92 net profits, 13.1 times earnings before interest and tax, and twice Arnotts' sales in the last full year.

Campbell said the offer took into account a forecast increase in Arnotts' earnings in the first half of 1993-93.

Campbell's earlier offer was rejected by most Australian

financial institutions. Advisers to Arnotts have suggested that an offer of A\$12 would be required to win a recommendation from the board.

An independent report commissioned by Arnotts valued the group at a minimum of A\$10.78 a share. Advisers to Campbell have said the valuation is too high.

The shareholding agreement between the companies was drawn up when Campbell took a friendly shareholding in Arnotts to help fight off an unwelcome takeover bid by Mr Alan Bond, the former Australian entrepreneur.

Akai makes losses as domestic sales sink

By Robert Thomson in Tokyo

AKAI Electric, the Japanese video and audio equipment maker, yesterday blamed a ¥347m (\$1.97m) pre-tax loss for the year to the end of November on the collapse of domestic demand for consumer electronics and on currency fluctuations in the European market.

The Tokyo-based company, which reported a pre-tax profit of ¥2.4bn in the previous year, said sales fell 13.5 per cent to ¥66.8bn, reflecting the particularly harsh conditions in the domestic market, where video cassette recorder output slid 21.4 per cent in the third quarter last year.

During the same quarter, tape recorder output by the Japanese industry fell 24 per cent and that of stereo compo-

nents was down 5.3 per cent. A record fall in Tokyo department store sales in December suggests that trading conditions for consumer electronics makers will get worse before they get better.

However, Akai is aiming for a 4 per cent increase in sales this year to ¥70bn and a pre-tax profit of ¥300m, with increased VCR demand in Europe expected to compensate for a sales decline in Japan. Increased demand is not expected until the second half, and the company is forecasting a first-half loss of ¥800m.

Akai said capital spending would be reduced from ¥2.6bn last year to about ¥2bn, and the company has announced that it will be more flexible in choosing components suppliers in an attempt to cut costs.

Dutch investment group takes over Bank of Athens

By Kerin Hope in Athens

HANWHA First Investment, the Dutch-based investment subsidiary of Korea's Hanwha group, is to take control of Bank of Athens, a small state-owned bank offered for sale under the Greek government's privatisation programme.

Hanwha, bidding in partnership with Rabo Bank of the Netherlands, offered Dr6.8bn (\$44m) for 86.7 per cent of the bank's common shares in the first privatisation carried out through a public tender offer on the Athens stock exchange. Hanwha's bid of Dr6.180 per share for 1,106,020 shares of

common stock was ahead of Dr6.150 offered by Eteva, a Greek investment bank which made the only other bid.

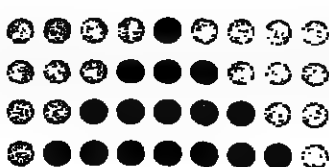
Minority shareholders were given an opportunity to accept the offer before the state-owned National Bank of Greece, which controls 76 per cent of Bank of Athens equity, released its shares for sale.

Hanwha, a Korean conglomerate with interests in financial services, chemicals and oil products, is the first Asian investor in Greek banking. Bank of Athens had profits of Dr2.06bn for 1991. First-half profits last year declined by 9 per cent to Dr1.01bn.

ANNOUNCEMENT
REPUBLIC OF TURKEY
PRIME MINISTRY
PUBLIC PARTICIPATION ADMINISTRATION

94.048 % of the shares of GIMA Gıda ve İhtiyat Maddeleri T.A.S. (Supermarket/Department Store Chain) have been offered for block sale by the Republic of Turkey Public Participation Administration (PPA). The tender deadline which was previously declared as January 18, 1993 and published in Financial Times Newspaper on November 20, 1992 is extended to January 29, 1993, in accordance with the provisions of the fourth articles of the sale announcement.

Information memorandum and specifications relating to the sale of the company shares can be obtained from the address of the Administration stated below. To the attention of interested parties.



K O İ
REPUBLIC OF TURKEY
PRIME MINISTRY
PUBLIC PARTICIPATION
ADMINISTRATION

Atatürk Bulvarı No: 163 Bakanlık-Ankara/TURKEY Tel: (4) 425 06 16 -425 06 17 Fax: (4) 425 59 74

NEW WITS
LIMITED

(Incorporated in the Republic of South Africa)
(Registration No. 05/04822/06)

INTERIM REPORT

CONSOLIDATED INCOME STATEMENT	Six months ended 31 December 1992	Six months ended 31 December 1991	Year ended 30 June 1992
	R000	R000	R000
Revenue	7 691	9 747	16 648
Income from investments	-	-	1 705
Surplus on realisation of investments	4	8	73
Interest and sundry revenue	7 685	10 958	20 426
Expenditure and amounts written off	1 281	1 280	2 771
Administration and general	783	741	1 548
Amounts written off investments	498	539	1 21
Profit before tax	6 404	9 718	17 855
Tax	10	-	-
Profit after tax	6 404	9 718	17 855
Earnings per share - cents	21	32	56
Dividends - per share - cents	17	17	52
- absorbing - R000	5 206	5 206	16 630
- times covered	1.2	1.9	1.1

CONSOLIDATED BALANCE SHEET	At 31 December 1992	At 31 December 1991	At 30 June 1992
	R000	R000	R000
Investments	180 930	181 418	180 909
Properties and ventures	136	135	135
Net current liabilities	12 064	10 302	13 259
Current assets	3 150	3 548	3 548
Less current liabilities	(15 214)	(13 950)	(16 904)
	169 901	171 201	167 785
Share capital	86 425	86 425	86 425
Reserves	80 576	82 828	79 360
	169 001	171 251	167 785
Investments			
- Market value	311 129	408 025	408 736
- Excess over book value	191 686	255 935	229 152
- Book value	179 044	180 092	179 583
Unlisted	1 326	1 326	1 326

Shares in issue unchanged at 30 835 201
Net assets (as valued)
per share - cents

1 064 1 390 1 395

* Unaudited

NOTES

Dividend
The final dividend No. 83 of 35 cents per share, in respect of the year ended 30 June 1992, amounting to R122,000, was declared on 5 August 1992 and paid on 23 September 1992.

Prospects
Subsequent to 31 December 1992, the Group has sold 369,000 Drifonein Consolidated Limited shares at a profit of R8.9 million. The proceeds will be utilised to enable the Group to follow its rights in Northern Platinum Limited. During the remainder of the current financial year, the Group intends to realise further investments in order to liquidate the outstanding overdraft of R9.3 million. Profits continue to be dependent on the rand price received by the gold mines in which major investments are held.

DECLARATION OF INTERIM DIVIDEND

Dividend No. 84 of 17 cents per share has been declared in South African currency, payable to members registered at the close of business on 29 January 1993.
Warrants payable on 24 February 1993 will be posted on 23 February 1993. Standard conditions relating to the payment of dividends are obtainable from the share transfer offices and the London Office of the company.
Requests for payment of the dividend in South African currency by members on the United Kingdom register must be received by the company on or before 29 January 1993 in accordance with the above-mentioned conditions.
The register of members will be closed from 30 January to 5 February 1993, inclusive.

On behalf of the Board
A J Wright (Chairman) } Directors
S A Day

Registered and Head Office:
Gold Fields Building
75 Fox Street
Johannesburg 2001

London Office:
Greenoak House
Francis Street
London, SW1P 1DH

United Kingdom Registrar:
Barclays Registrars
Bourne House
34 Beckenham Road
Beckenham, Kent, BR3 4TU

14 January 1993
A Member of the Gold Fields Group

GOLD FIELDS PROPERTY
COMPANY LIMITED

(Incorporated in the Republic of South Africa)
(Registration No. 01/01078/06)

PRELIMINARY ANNOUNCEMENT OF RESULTS

	Year ended 31 December 1992	Year ended 31 December 1991
	R000	R000
Revenue	6 031	7 902
Income from rent and sale of property	1 353	8 871
Surplus on realisation of investments and fixed assets	1 210	3 401
Interest earned, gold royalties and income from other sources	1 308	2 092
Income from investments	11 902	22 266
Expenditure and amounts written off	3 219	3 340
Administration and general	2 396	2 659
Interest	631	11
Amounts written off	190	670
Profit before tax	8 683	18 926
Tax	3 454	3 520
Profit after tax	5 229	15 406
Extraordinary item	-	8 850
Unappropriated profit, brought forward	5 229	21 258
	70	42
Less	5 299	21 298
Dividends declared	5 212	21 228
Interim 18c (18c)	5 112	21 778
Special - (163c)	1 840	1 640
Final 32c (32c)	3 272	18 686
Transfer to/from reserves	100	3 272
	(550)	
Unappropriated profit, carried forward	87	70
Earnings per share - cents	51	151
Dividends per share - cents	50	213
Times dividends covered	1.0	0.7
Net assets (as valued) per share - cents	1 101	1 184

DECLARATION OF DIVIDEND
Dividend No. 140 of 32 cents per share, in respect of the year ended 31 December 1992, has been declared in South African currency, payable to members registered at the close of business on 29 January 1993.
Warrants payable on 24 February 1993 will be posted on 23 February 1993. Standard conditions relating to the payment of dividends are obtainable from the share transfer offices and the London Office of the company.
Requests for payment of the dividend in South African currency by members on the United Kingdom register must be received by the company on or before 29 January 1993 in accordance with the above-mentioned conditions.
The register of members will be closed from 30 January to 5 February 1993, inclusive.

By order of the Board
per pro GOLD FIELDS CORPORATE SERVICES LIMITED
London Secretaries
S.J. Dunning, Secretary

United Kingdom Registrar:
Barclays Registrars
Bourne House
34 Beckenham Road
Beckenham, Kent, BR3 4TU

14 January 1993
A MEMBER OF THE GOLD FIELDS GROUP

مكتبة من الكتب

Once again, in 1992 the CS First Boston Group successfully completed more merger and acquisition transactions than any other investment bank.*

The Power of Ideas: M&A 1992.

Specifically, 134 merger and acquisition clients in 24 countries chose the CS First Boston Group to advise them on over \$61 billion in transactions.

Across the globe, we were the unquestioned leader in mergers, acquisitions, divestitures and privatization assignments in a wide range of industries.

In challenging years like 1992, clients depend on the CS First Boston Group for innovative financial strategies, market insight and experience. That is what turns ideas into results.

* Number one in dollar volume.
Number one in transaction volume.
Source: Securities Data Company.

CS First Boston Group Client	Description of Transaction	Approximate Size of Transaction
Automotive		
Federal-Mogul Corporation	Acquisition of Automotive Aftermarket Business from TRW Inc.	\$213,000,000
Northrop Corporation	Acquisition of Wellman Machinery of Michigan, Inc. from Wellman, Inc.	Not Disclosed
Republic of Poland	Sale of a 90% Interest in Fabryka Samochodow Malolitrazowych S.A. to Fiat S.p.A.	2,200,000,000
United Technologies Corporation	Divestiture of the Automotive Hoses and Fittings Division to an Investor Group	Not Disclosed
Unocal Corporation	Divestiture of National Truckstop Operations to National Auto/Truckstops, Inc.	180,000,000
Chemicals		
Alberta Natural Gas Company Ltd.	Divestiture of Angus Fine Chemicals Ltd. to Hickson International PLC	43,000,000
Ferro Corporation	Divestiture of Metallurgical Products Business to Cookson Group Plc	Not Disclosed
Grupo IRSA, S.A. de C.V.	Advisory on Divestiture of Certain Petrochemical Assets of DESC Sociedad de Fomento Industrial, S.A. de C.V. and Monsanto Company in Mexico	Not Disclosed
M. A. Hanna	Acquisition of Colorant and Additive Concentrates Business from Akzo N.V.	Not Disclosed
Consumer Products & Services		
Ecolab Inc.	Divestiture of ChemLawn Corp. to ServiceMaster Consumer Services L.P.	Not Disclosed
Henkel KGaA	Acquisition of Nobel Consumer Goods from Nobel Industrier AB	Not Disclosed
Horizon Industries, Inc.	Merger for Stock with Manufacturers National Corporation	86,500,000
S. C. Johnson & Son Inc.	Sale of Company to Mohawk Industries, Inc.	1,150,000,000
Pitney Bowes Inc.	Acquisition of Drackett Co. from Bristol-Myers Squibb Company	80,000,000
Tatramat s.a.	Divestiture of Wheeler Group Inc. to Butler Capital	Not Disclosed
Trivest, Inc.	Joint Venture and Sale of 43% Interest in Washing Machine Business to Whirlpool	Not Disclosed
TW Holdings, Inc.	Sale of Sun Pharmaceuticals, Ltd. to Thomas H. Lee Company	900,000,000
	Sale of 47.2% Interest to a Partnership Formed by Kohlberg Kravis Roberts & Co.	
Depository Institutions		
ADVANTA Corp.	Advice with Respect to Adoption of Dual-class Stock Plan	Not Disclosed
California Federal Bank FSB, a subsidiary of CalFed Inc.	Divestiture of Trust Services of America, Inc. to Northern Trust Corporation	63,000,000
Comerica Incorporated	Merger for Stock with Manufacturers National Corporation	1,100,000,000
Comerica Incorporated	Acquisition of Hibernia National Bank Texas	63,100,000
First American Bankshares, Inc.	Divestiture of First American Bank of Georgia NA to SouthTrust Corp.	Not Disclosed
First Fidelity Bancorporation	Acquisition of Northeast Bancorp, Inc. (Pending)	29,500,000
Her Majesty the Queen in Right of New Zealand	Sale of 85% of the Bank of New Zealand by Her Majesty the Queen in Right of New Zealand and Fay, Richwhite & Co. Ltd. to National Australia Group Ltd, a wholly owned subsidiary of National Australia Bank Limited	667,740,000
Security Pacific Corporation	Stock Swap Merger with BankAmerica Corporation	4,300,000,000
Society Corporation	Acquisition for Stock of Ameritrust Corporation	1,200,000,000
Society Corporation	Acquisition of First Federal Savings & Loan Association of Fort Myers, Florida (Pending)	140,000,000
Swedish Ministry of Finance Representing the Kingdom of Sweden	Restructuring of Nordbanken and Capitalisation of Securum (Pending)	Not Disclosed
United Mexican States	Sale of Banco Mexicano Somex to an Investor Group	609,100,000
United Mexican States	Sale of Banco del Centro to an Investor Group	281,400,000
United Mexican States	Sale of 66% Interest in Banco Promex to an Investor Group	352,000,000
United Mexican States	Sale of Banco Internacional to an Investor Group	481,000,000
United Mexican States	Sale of Banco Mercantil del Norte to an Investor Group	565,100,000
United Mexican States	Sale of Banco del Atlantico to an Investor Group	479,000,000
United Mexican States	Sale of Multibanco Comermex S.A. to an Investor Group	872,000,000
United Mexican States	Sale of Banoro Bank to an Investor Group	365,000,000
United Mexican States	Sale of Banca Serfin to an Investor Group	924,000,000
Valley National Corporation	Sale of Company for Stock to Banc One Corporation (Pending)	1,255,000,000
Food & Beverage		
American Maize-Products Co.	Acquisition of Remaining Interest in American Fructose Corporation (Pending)	115,000,000
Australian Primary Trust	Sale of Uncle Toby's Company Ltd to Goodman Fielder Wattie Limited	239,250,000
Cereol Holding S.A., a unit of Ferruzzi Group	Acquisition of Növényolajipari és Mosószergyártó Vállalat from the Hungarian State Property Agency	Not Disclosed
Elite Industries Limited	Third Party Valuation of Sofpac S.A.	39,000,000
Freia Marabou as	Sale of Company to Kraft General Foods, Inc., a unit of Philip Morris Companies Inc. (Pending)	1,500,000,000
Kraft General Foods, Inc., a unit of Philip Morris Companies Inc.	Divestiture of Louis Kemp Seafood Company to Tyson Foods Inc.	Not Disclosed



CS FIRST BOSTON GROUP

1992 M&A Results (Continued)

CS First Boston Group Client	Description of Transaction	Approximate Size of Transaction
Lion Nathan Limited	Acquisition of the Remaining 50% of National Brewing Holdings Limited from Australian Consolidated Investment Limited	\$308,125,000
Procordia AB	Sale of W. Weibull AB to SLR	Not Disclosed
R.J. Reynolds Tobacco International S.A.	Acquisition of 87% Interest in Satoraljauihely Tobacco Ltd. from the Hungarian State Property Agency	Not Disclosed
Sandhurst Dairies Ltd, a wholly owned subsidiary of Coles Myer Limited	Sale of Milk Processing Assets and Business of Sandhurst Dairies Ltd to Q.U.F. Industries Ltd	Not Disclosed
Stella D'oro Biscuit Company, Inc.	Sale of Company to Nabisco Inc., a subsidiary of RJR Nabisco Holdings Corp.	Not Disclosed
Tabacalera S.A.	Acquisition of Remaining 52.9% Interest in Compañía de Filipinas, S.A.	70,000,000
Health Care		
American Medical International, Inc.	Divestiture of West Alabama Hospital to DCH Regional Medical Center	Not Disclosed
Centocor, Inc.	Strategic Alliance with Eli Lilly and Company	100,000,000
Hospital Corporation International Ltd.	Merger with Bioplan Holdings, plc	100,000,000
Immunex Corporation	Merger with American Cyanamid's Lederle North American Oncology Business (Pending)	900,000,000
Medical Care International, Inc.	Stock Swap Merger with Critical Care America, Inc. to form Medical Care America, Inc.	908,000,000
Omnicare, Inc.	Divestiture of the Veratex Group to Chemed Corporation	62,120,000
Industrial & Other		
ADT Ltd	Divestiture of Quoteplan Plc to Bowater Plc	401,000,000
Aer Lingus plc	Divestiture of ATS, Inc. to a Management-led Investor Group	Not Disclosed
American Dredging Company	Sale of substantially all of the Operating Assets of the Company to Weeks Marine, Inc. (Pending)	30,600,000
Arcata Corporation	Divestiture of San Jose, CA Printing Plant to Quebecor Printing, Inc.	29,500,000
Armco Inc.	Divestiture of Southwestern Ohio Steel Group to a Partnership between C. Itoh & Co., Ltd. and Armco Steel Company, L.P.	Not Disclosed
Banco do Brasil	Sale of 89% Interest in ACESITA to Investors	882,000,000
CDL Hotels International	Acquisition of Gloucester Hotel from The Rank Organization Plc (Pending)	104,000,000
Clark Equipment Co.	Divestiture of the Forklift Truck Business to Terex Corp.	90,000,000
Cookson Group Plc	Sale of Plibrico (Canada) Ltd. to Didier-Werke AG	Not Disclosed
DeVlieg-Bullard Inc.	Divestiture of Penberthy Inc. to Newflo Corp.	22,400,000
E. I. du Pont de Nemours and Company	Divestiture of the Connectors Division to Hicks, Muse & Co., Inc. and Mills & Partners (Pending)	400,000,000
Envirosafe Services, Inc.	Sale of Remaining Interest to EnviroSource Inc.	15,000,000
Fedders Corporation	Divestiture of Rotorex to Nycor Inc.	76,600,000
Glaverbel S.A.	Acquisition of AFG Industries Inc. by Glas International, a 50/50 Joint Venture of Glaverbel S.A. and Asahi Glass Co., Ltd.	1,100,000,000
Heekin Can, Inc.	Merger with Ball Corporation (Pending)	249,000,000
Fried. Krupp AG	Merger with Hoesch AG to form Fried. Krupp AG Hoesch-Krupp	2,700,000,000
JWP Inc.	Sale of JWP Air Emissions Group to Wheelabrator Technologies Inc.	Not Disclosed
MacAndrews & Forbes Holdings Inc.	Divestiture of Coleman Powermate Inc. and Coleman Powermate Ltd. to Coleman Co.	61,000,000
Mobil Corporation	Divestiture of Mobil Oil Austria's Vienna Headquarters Office Building to Interunfall AG	Not Disclosed
Oranje-Nassau Group	Divestiture of ENBI Group to Koninklijke Nijverdal-Ten Cate	Not Disclosed
Teledyne, Inc.	Divestiture of Teledyne Post and Teledyne National Divisions to Phomat Reprographics, Inc.	Not Disclosed
Teledyne, Inc.	Divestiture of Teledyne INET Division to MagneTek, Inc.	Not Disclosed
Teledyne, Inc.	Divestiture of Teledyne Big Beam Division to Shah Acquisition Corp.	Not Disclosed
Treuhandanstalt	Sale of NARVA Berliner Glühlampenwerk GmbH to an Investor Group	Not Disclosed
Treuhandanstalt	Sale of Thüringer Pneumatik GmbH and Hydraulikanlagen und -service GmbH, units of ORSTA AG, to Mannesmann-Rexroth GmbH	Not Disclosed
Treuhandanstalt	Sale of Hydraulik Ballenstedt, a unit of ORSTA AG, to Linde AG	Not Disclosed
Union Carbide Corporation	Sale of six units of COMAC AG to an Investor Group	Not Disclosed
United Dominion Industries Limited	Sale of a Majority Interest in Gas Tech Inc. to Gas Tech Employee Stock Option Plan	Not Disclosed
	Acquisition of Certain Businesses from Robertson-Ceco Corporation	135,000,000
Insurance & Investment Companies		
Associated Insurance Companies, Inc.	Merger with Southeastern Mutual Insurance Company (Pending)	250,000,000
Clayton Dubilier & Rice Inc.	Acquisition of Van Kampen Merritt Companies from Xerox Corporation (Pending)	360,000,000
New York State Department of Insurance	Sale of Assets of Executive Life Insurance Company of New York to Metropolitan Life Insurance Company (Pending)	1,500,000,000
Phoenix Mutual Life Insurance Company	Merger with Home Life Insurance Company	211,000,000
Selective Insurance Group Inc.	Acquisition of Niagara Exchange Corp.	32,000,000
Topdanmark A/S	Advice with Respect to European Partnership	824,000,000
The Board of Administrators of UNISTorebrand under official administration	Advice with Respect to Restructuring (Pending)	Not Disclosed
Virginia Bureau of Insurance	Sale of Fidelity Bankers Life Insurance Co. to Hartford Life Insurance Co., a subsidiary of ITT Corp. (Pending)	4,100,000,000
Media & Telecommunications		
American Television & Communications Corporation	Advice and Fairness Opinion with Respect to Offer by Time Warner Inc. for Remaining Interest	1,250,000,000
1st Cable Vision, Inc.	Advice and Fairness Opinion with Respect to Acquisition of a Cable Television System	Not Disclosed
Fujisankei Communications Group	Sale of Virgin Music Group to Thorn EMI PLC	1,000,000,000
The Government of the Hellenic Republic	Sale of a GSM Cellular License to STET	410,000,000
The Government of the Hellenic Republic	Sale of a GSM Cellular License to a Consortium Led by Vodafone and France Telecom	410,000,000
Graphic Management Associates, Inc. (GMA)	Sale of Company to Muller Martini	Not Disclosed
Intermedia Partners	Advice and Fairness Opinion with Respect to Acquisition of Cable Television Systems	Not Disclosed
Providence Journal Company and Kelso & Company	Acquisition of King Broadcasting Company	Not Disclosed
The E.W. Scripps Company	Divestiture of The Pittsburgh Press to Blade Communications, Inc.	Not Disclosed
Taft Broadcasting Partners, Ltd.	Sale of Interest in WPHL Inc. to Tribune Broadcasting Company, a unit of Tribune Company	19,000,000
Treuhandanstalt	Sale of DEFA Studio Babelsberg GmbH to Cie. Immobilière Phénix S.A.	Not Disclosed
Treuhandanstalt	Sale of Dokfilm Gesellschaft für Film-, Video- und Fernsehproduktionen GmbH to Filmhaus Film- und Fernsehproduktion GmbH	Not Disclosed
Treuhandanstalt	Sale of DEFA Studio für Dokumentarfilme GmbH and Defa Synchron GmbH to Kirch Group	Not Disclosed
Natural Resources		
Arkla, Inc.	Acquisition of Minority Interest in Arkla Exploration Company	92,600,000
Arkla, Inc.	Sale of Arkla Exploration Company to Seagull Energy Corporation	402,100,000
Arkla, Inc.	Divestiture of the Nebraska Distribution Assets to People's Natural Gas, a unit of Utilicorp (Pending)	78,000,000
Arkla, Inc.	Divestiture of the Kansas Distribution Assets to People's Natural Gas, a unit of Utilicorp (Pending)	25,000,000
Arkla, Inc.	Swap of Certain Minnesota Distribution Assets of Midwest Resources Inc. for South Dakota Distribution Assets and \$38,000,000 (Pending)	Not Disclosed
Baker Hughes Incorporated	Acquisition of Teleco Oilfield Services Inc. from Sonat Inc.	350,000,000
BASF Corp.	Divestiture of Wintershall Energy to Eland Energy Inc.	Not Disclosed
BASF Corp.	Divestiture of Wintershall Energy to Interstate Natural Gas Co.	Not Disclosed
BJ Services Company	Acquisition of Salvesen Oilfield Technologies Ltd. from Christian Salvesen PLC	55,000,000

1992 M&A Results (Continued)

CS First Boston Group Client

Client	Description of Transaction	Approximate Size of Transaction
Cooper Industries, Inc.	Sale of Mining and Construction Division (Pending)	Not Disclosed
Devon Energy	Acquisition of all U.S. oil and gas properties of Hondo Oil & Gas	\$126,600,000
Exxon Corporation	Divestiture of the Bayway Refinery to Tosco Corporation	175,000,000
Gas Natural et al.	Acquisition of 70% Interest in Distribution de Gas Buenos Aires Norte S.A.	284,000,000
W.R. Grace & Co.	Tender Offer for Remaining Interest in Grace Energy Corporation	77,500,000
Hierro Peru	Sale of Hierro Peru to Shougang Corporation	312,000,000
Homestake Mining Company	Stock Swap Merger with International Corona Corporation	869,000,000
Mitchell Energy & Development Corp.	Advice with Respect to Adoption of Dual-class Stock Plan	Not Disclosed
Oryx Energy Company	Divestiture of Natural Gas Processing Facilities to various Acquirors	237,000,000
Piuston Coal Company	Acquisition of Kanawha Land Company from Addington Resources Inc.	42,500,000
Presidio Oil Company	Divestiture of Mountain Gas Resources Inc. to MS Gas Resources Inc.	80,000,000
Smith International Inc.	Divestiture of the Directional Drilling Systems & Services Unit to Halliburton Company (Pending)	240,000,000
Transco Energy Company	Divestiture of Tomcat Gathering System in Gulf of Mexico to Tejas Power Corp.	24,900,000
Transco Energy Company	Divestiture of Brazos Area Gathering System to Seagull Energy Corporation	6,200,000
Transco Energy Company	Divestiture of Louisiana Offshore Pipelines to Deep Tech International	65,000,000
Transco Energy Company	Divestiture of West Chalkley Field to Torch Energy Advisors	82,000,000
Transco Energy Company	Divestiture of Transco Exploration and Production Company to Forest Oil Corporation	45,000,000
Unocal Corporation	Divestiture of Petroleum Terminals to Louis Dreyfus Energy Corp.	Not Disclosed

Paper & Packaging

Crown Cork & Seal Company, Inc.	Acquisition of CONSTAR International Inc.	515,000,000
Double Envelope Corporation	Sale of Company to National Fiberstok Corporation, a portfolio company of McCown DeLeeuw & Co.	Not Disclosed
European Vinyls Corporation International SA/NV	Divestiture of Vymura International to Management	27,000,000
Jihočeské papírny, a.s.	Sale of JIP České Budějovice papírny, a.s. (Bupak) to Duropack Holding AG	Not Disclosed
Lawson Mardon Group	Acquisition of 100% Equity Interest in Cartonajes Suner from Cragnoti & Partners	71,000,000
Ncb AB	Divestiture of Hannover Papier AG to Sappi Ltd.	470,000,000
Papírpapri Vállalat	Sale of Majority Interest in Szolnok Papier Rt. to Brigi & Bergmeister Papierfabrik Aktiengesellschaft	Not Disclosed

Retail & Apparel

Garvey Holding AG, a subsidiary of CO-OPAG/Asko AG	Divestiture of 90% Interest in The Mantequeras Leonas Group to Management and Investors	Not Disclosed
Hartmarx Corporation	Divestiture of Hartmarx Specialty Stores, Inc. to HSSA Group Ltd.	43,000,000
Hartmarx Corporation	Sale of 22% Equity Interest to Traco International, N.V.	30,000,000
Home Shopping Network, Inc.	Representation in Conjunction with RMS L.P.'s Sale of Control to Liberty Media Corporation (Pending)	160,000,000
The Mounger Corporation	Sale of the Company, including Pacific Trail, Inc. to PTI Holding Corp., a company organized by GKH Partners, L.P. and Management	Not Disclosed
Proffitt's Inc.	Acquisition of seven Hess Stores from Hess Department Stores Inc. and Crown American Corp.	Not Disclosed
Super Club Holding & Finance S.A.	Valuation Advisory in Connection with Acquisition of Remaining Interest by Philips Electronics N.V.	Not Disclosed

Technology

Datamat Ingegnerie dei Sistemi S.p.A.	Sale of 75% Interest to Cassa di Risparmio di Roma	Not Disclosed
Digital Equipment Corporation	Acquisition of 10% Interest in Ing C Olivetti & Co. S.p.A.	340,000,000
First Financial Management Corporation	Acquisition of Alta Health Strategies, Inc.	117,000,000
First Financial Management Corporation	Acquisition of TeleCheck Services, Inc. from McDonnell Douglas Capital Corporation	70,000,000
First Financial Management Corporation	Acquisition of Payment Services Company-U.S.	90,000,000
Iron, Inc.	Acquisition of EnScan, Inc. from Arkla, Inc.	Not Disclosed
N.V. Koninklijke Nederlandse Vliegtuigenfabriek Fokker	Merger with Deutsche Aerospace AG (Pending)	506,300,000
Northrop Corporation	Acquisition of 49% Interest in the Aircraft Division of LTV Aerospace and Defense Company	234,000,000
Penn. Central Corporation	Sale of G & H Technology, Inc. to an Investor Group	Not Disclosed
Security Pacific Corporation	Divestiture of SUMMIT Information Systems Corp. and American Data Services Inc. to First Financial Management	Not Disclosed
Wicat Systems, Inc.	Sale of Company to Jostens, Inc.	105,000,000

Transportation

Chrysler Rail Corporation	Sale of 4,400 Rail Cars to U.S. Leasing International Inc.	Not Disclosed
Commonwealth of Australia	Advisor to the Commonwealth of Australia in the Sale of Australian Airlines Limited to Qantas Airways Limited	290,000,000
Commonwealth of Australia	Advisor to the Commonwealth of Australia in the Sale of 25% of Qantas Airways Limited to British Airways PLC	465,000,000
Deutsche Lufthansa AG	Acquisition with Japan Airlines Company, Ltd. and Nissho Iwai Corporation of Additional Interest in DHL Worldwide Express	Not Disclosed
Government of Hungary	Sale of 30% Interest in MALEV Hungarian Airlines to Alitalia S.p.A. and 5% Interest to SIMEST (Pending)	77,000,000
Union Pacific Corporation	Acquisition of 2,000,000 Common Shares of Chicago & North Western Holdings from Blackstone Capital Partners	39,000,000

Utilities

The Kansas Power & Light Company	Merger for Cash and Stock with Kansas Gas & Electric Company	991,900,000
North West Transfield Joint Venture	Acquisition of Private Water Treatment Plant from the Melbourne Water Board (Pending)	18,125,000
Servicios Eléctricos del Gran Buenos Aires (SEGBA)	Sale of 51% Interest in Edesur S.A. to an Investor Group	580,283,000
Servicios Eléctricos del Gran Buenos Aires (SEGBA)	Sale of 51% Interest in Edenor S.A. to an Investor Group	476,423,000
State Electricity Commission of Victoria	Sale of 51% Interest in Loy Yang B Power Station to Mission Energy Company (Pending)	411,800,000

First Ideas, Then Results.



CS FIRST BOSTON GROUP

INTERNATIONAL CAPITAL MARKETS

Spain leads high-yield sectors gaining from ERM relaxation

By Sara Webb in London
and Patrick Harrarson
in New York

THE EASING of tensions within the European exchange rate mechanism helped to lift some of the higher yielding government bond markets yesterday.

Some investors were encouraged to switch out of the hard-core currencies and into higher-yielding assets as the pressure on the French franc and Irish punt appeared to have lessened, allowing Ireland to lower interest rates yesterday.

Spain was the chief beneficiary of the easing in ERM tensions, dealers said, with the yield on 10-year paper falling from 12.35 per cent to 12.18 per cent yesterday. Although short-term interest rates

GOVERNMENT BONDS

remain high, making it expensive for investors to fund their positions, dealers noted that there had been some overseas buying of long-dated Spanish bonds.

Mr Steve Major, bond analyst with Credit Lyonnais, said that in addition to the easing of ERM tensions, buying interest has been stimulated by hopes

that relatively favourable inflation data would emerge today. Danish government bonds ended lower after a day spent speculating over whether the Danish prime minister, Mr Poul Schlüter, would be forced to resign following criticism of his role in the so-called Tamil case.

Mr Schlüter announced his resignation in the late afternoon, but dealers said the bond market was jittery most of the day before the announcement.

Elsewhere in Europe, German government bonds held steady, ending the day slightly firmer with the Life bond future contract rising from 92.84 at the opening to 93.02 by late afternoon.

Dealers said the market was quiet in the absence of important economic news or statements from the Bundesbank.

UK government bond prices ended mostly firmer yesterday on market hopes of a base rate cut, possibly in conjunction with the release of favourable retail price index data today.

BENCHMARK GOVERNMENT BONDS

	Coupon	Yield	Price	Change	Yield	Week	Month
AUSTRIA 10.00	10.00	10.40	104.40	+0.05	8.39	8.37	8.37
BELGIUM 8.75	8.75	10.20	102.20	-0.10	7.50	7.50	7.50
CANADA 8.00	8.00	10.20	102.00	+0.05	6.72	6.72	6.72
DENMARK 9.00	9.00	11.00	110.00	-0.20	8.86	8.86	8.86
FRANCE 8.50	8.50	10.75	107.50	+0.05	7.98	7.97	7.97
GERMANY 8.00	8.00	11.00	110.00	-0.10	7.74	7.74	7.74
ITALY 12.00	12.00	10.00	100.00	+0.05	12.07	12.07	12.07
JAPAN 10.00	10.00	10.00	100.00	+0.05	4.51	4.51	4.51
NETHERLANDS 8.25	8.25	10.00	100.00	-0.10	7.21	7.21	7.21
SPAIN 10.00	10.00	12.18	121.80	-0.10	12.18	12.18	12.18
UK TREASURY 8.75	8.75	10.00	100.00	-0.10	8.67	8.67	8.67
US TREASURY 8.00	8.00	10.00	100.00	-0.10	8.40	8.40	8.40

The Life gilt future contract opened at 92.30, touched a low of 92.30, and ended the day at around the high of 100.00 on relatively large volume of 32,000 contracts.

However, some economists dismissed the possibility of an imminent base rate cut as unlikely.

Mr John Sheppard, economist at S.G. Warburg Securities, said the gilt-edged market was taking its cue from relatively low overnight rates. "Short-term money has been low, but for mainly technical reasons, not on fundamentals," he said.

THE JAPANESE government bond market saw a volatile trading session closing with prices higher on the day due to reports that the ministry of finance planned to buy back government debt.

The market opened on a firm note on hopes of an easing in interest rates and as the stock market remained in a weak state, but then changed direction as investors took profits. However, close to the end of the trading session, news emerged that the finance ministry's trust fund bureau will start buying bonds outright soon, although details of the amount and timing were not released.

The benchmark No 145 issue opened at a yield of 4.45 per cent and moved to 4.59 per cent, corresponding to a new high yield for the cash bond. The yield closed at 4.39 per cent in Tokyo but moved to 4.38 per cent in London trading.

US TREASURY prices firmed slightly at the long end of the maturity range yesterday

morning in the wake of economic data that was mixed but generally in line with market forecasts.

By midday, the benchmark 30-year government bond was up 1/8 at 10.04, yielding 7.412 per cent. At the short end of the market, the two-year note was unchanged at 10.01, to yield 4.388 per cent.

The main economic news of the day was the Labor department's announcement that state unemployment insurance claims rose by 52,000 in the week that ended January 2. At first glance the big increase in jobless claims was positive for the market, but analysts, dealers and investors were suspicious of the data, which bucked the recently established trend for declining unemployment claims.

Any bullish news on the jobs market was offset by news that retail sales rose 1.2 per cent in December, a sign that consumer spending was picking up. The day's other important figure - a 0.2 per cent increase in producer prices last month - had no impact on sentiment.

FT FIXED INTEREST INDICES

	Jan 14	Jan 13	Jan 12	Jan 11	Jan 10	Year ago	High *	Low *
Garri Sacks (RUC)	93.49	93.43	93.31	93.36	93.83	87.60	95.54	85.11
Edward J. Anderson	109.69	108.61	108.84	108.69	108.36	89.77	110.76	92.16

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COMPANY NEWS: UK

Strong growth from Cellnet gives a fillip to outcome Securicor sharply up at £54.5m

By Angus Foster

SECURICOR, the security and communications group, yesterday announced a sharp recovery in profits thanks to improved margins and strong growth from Cellnet, its 40 per cent-owned mobile telephone network.

Pre-tax profits for Securicor increased by 65 per cent, from £33m to £54.5m, in the year to September 30. Profits at Securicor Services, its 50.75 per cent-owned subsidiary where most of the group's operating companies are held, showed an 81 per cent improvement, from £20.4m to £37m.

Mr Roger Wiggs, chief executive, said the improved results partly reflected cost cutting since 1991. But he said "there is no room for complacency" in returning businesses like security and parcels to previous levels of profitability.

Cellnet, the smaller of the UK's two mobile networks, increased operating profits by 32 per cent to £151m in the six months to end-September, of

Promising start for Lifetime package

Cellnet's Lifetime package, designed to attract consumer rather than business users to cellular phones, made a promising start after its November launch, according to Mr Stafford Taylor, managing director.

By the end of last year, 44,000 new subscribers had signed up for the service, although 17,000 of these were business subscribers switching to the new package. This compared to 45,000 new subscribers for Vodafone, the larger network which started its LowCall service slightly earlier. In December, when sales were boosted by Christmas, Cellnet's market share exceeded Vodafone's for the first time in several years.

Cellnet's turnover increased 12 per cent to £360m in the year to September 30 while operating profits grew 32 per cent to £151m, Mr Taylor said.

which Securicor's share is some £60m. Cellnet is 60 per cent-owned by BT and its financial year runs to the end of March.

Mr Wiggs repeated previous statements that any "sufficiently attractive" offer for the Cellnet stake would be put to shareholders. Cellnet's dividend to Securicor increased 30 per cent to £13m, he said.

Securicor's turnover

increased 3.3 per cent to £584m. The security division had a strong second half and the parcel division's sales were lifted by the acquisition in March of Federal Express's UK business.

The communications division, which excludes Cellnet but includes cellular retailing, continued to lose money because its subscriber base remains too small.

Earnings increased 46 per

cent to 34.3p per share.

A final dividend of 1.955p is proposed to make a total of 2.62p, an increase of 12 per cent.

The same increase is proposed at Securicor Services to make a total of 5.03p.

COMMENT

Securicor's public position on selling its Cellnet stake has not changed, but analysts detected the company has at least been mulling over what to do with any proceeds. No sale is expected immediately, and it may be a couple of years before BT makes the right offer. In the meantime, Securicor's rapid growth from the depressed levels of 1991 is set to continue. Forecast profits for this year of £67m, rising perhaps to £80m in 1994, partly explain yesterday's 8p rise in the A shares to 643p, where they are on a multiple of nearly 20. The company's strange structure, and the difficulty outsiders face in valuing Cellnet, may hold the shares back, but they look a reliable longer-term performer.

Acquisitions boost Intercare to £3.6m

By Andrew Bolger

INTERCARE GROUP, the rapidly-expanding healthcare products supplier, more than doubled its pre-tax profits from £1.5m to £3.6m in the year to October 31.

Sales rose from £14.9m to £29.1m, boosted by contributions from the group's two most significant recent acquisitions.

SAFA, which distributes occupational health products to corporate customers, was in for seven months, and Birmingham Optical, which supplies equipment to opticians, made a six-month contribution. The acquisitions were funded by a £5.5m placing and after last March.

Mr Peter Cowan, chairman, said a pleasing aspect of the results was that profitability of businesses owned for a full year had grown organically by about 25 per cent.

The group has created a new division which comprises Broomer, which makes electric vehicles for the elderly and disabled, and Montis, its distributor in the Netherlands. This mobility division saw trading profits grow from £591,000 to £1.9m on sales up from £2.6m to £5.6m.

The optical division increased trading profits from £240,000 to £891,000 on sales up from £2.4m to £6.9m. Mr Cowan said the purchase of Birmingham, a distributor of clinical instrumentation and lenses to retail opticians, had complemented the original optical business.

The medical products distribution division, which includes A-Z Dental Holdings, increased trading profits to £825,000 (£680,000) on sales of £13.5m (£9.6m). Dental's pre-tax profit was £252,000 (£372,000) on sales of £3.7m (£2m).

Gearing is under 6 per cent. Mr Cowan said he expected to be able to maintain organic growth in excess of 20 per cent.

Earnings per share rose to 9.5p (7.5p). A final dividend of 2p gives a total 2.5p (2p), an increase of 30 per cent.

City gives a favourable response to TSB results

By John Gapper, Banking Correspondent

FULL YEAR results of TSB may have been unsatisfactory as far as the bank was concerned, but they received a gratifying response. The news that it had made a lower than expected pre-tax profit of only £43m - after a bad debt charge of £597m - was followed by an jump in the share price.

Investors discerned some underlying encouraging news in TSB's record operating profit, which rose to £648m before exceptional items in the year to October 31. The good cheer also spread to other bank stocks as the market revised its expectations of the full-year results to come.

The news was nonetheless well-hidden among other tales of woe in TSB's figures. It is still suffering a hangover from lending in the late 1980s. It even split out the figures for its Mortgage Express subsidiary, and had loans from its Hill Samuel merchant bank, to make the problems starkly clear.

The decision to bite the bad lending bullet even harder than last year - when it became the first bank to make a significant full-year loss because of domestic lending - came in October.

That was TSB's hope of a quick revival in commercial property prices finally evaporated.

The result was the setting-up of its Loan Administration Unit to take on the poor lending of Hill Samuel - much of made in a two-year burst in the late 1980s. The unit took on a net £1.8bn of Hill Samuel lending, which has been written down to £917m after making a provision of £883m - or 49 per cent.

Although property lending makes up £434m of the total - and is provisioned at 51 per cent - the unit handles a huge array of bad loans spread across industrial sectors. Mr Mike Fairley, the bank's credit director in charge of the unit, describes the property as "not dreadful, but a mixed bag".

The other big headache is Mortgage Express, the centralised mortgage lender which is being run down and made a loss of £67m.

Six thousand visits were made to borrowers in arrears last year after the alternative - an average loss of £35,000 on selling repossessed homes - proved too costly.

The separation of these two businesses leaves Hill Samuel and the newly-merged retail banking and insurance business to trade with a lighter load. TSB's long-term profitability - and even whether it survives as an independent bank - depends on the two divisions producing better returns.

Hill Samuel is starting with a clean sheet. Its £2.4bn loan portfolio carries no net bad debt charge because all charges were transferred to the loan administration unit. Mr Peter Ellwood, chief executive, said Hill Samuel might even be kept clean by the transfer of future bad loans to the unit.

However, Hill Samuel faces a stiff task in building new and profitable business. TSB wants it to concentrate on the mid-corporate market - companies with a net worth of between £50m and £500m - and only lend where cross-selling of other products will boost the return on capital.

The group's future profitability therefore depends above all on retail banking and insurance.

A firm cost drive this year - which has provoked industrial action - is the main reason for the improvement in operating profits. But it will also need to raise revenue markedly in the long term.

Mr Ellwood wants to increase volume by drawing customers to high interest-bearing accounts. He hopes it can compensate for narrowed margins in this way. But he acknowledges the size of the challenge.

"The fact is that too many banks are chasing market share, with massive overlap," he says.

See Lex

Hoare Govett named as Dairy Crest broker

By Maggie Urry

DAIRY CREST, the milk processing and dairy products subsidiary of the Milk Marketing Board, has appointed Hoare Govett as the stockbroker to handle its flotation next year.

The float is expected to give Dairy Crest a market value of about £500m and raise £150m of new money.

Schroders has already been appointed as the merchant bank for the issue. Dairy farmers will have shares in Dairy Crest, a factor which will complicate the flotation.

The appointment of Hoare Govett, chosen from a number of contenders, gives a boost to the broker which had suffered from uncertainty of ownership until it was bought by ABN AMRO, the Netherlands bank, last June.

Hoare Govett has recently been appointed broker to Irish Permanent Building Society.

Wyko declines to £121,000

By Paul Chesswright, Midlands Correspondent

WYKO, the power transmission components distribution and manufacturing group, reported a sharp reduction in first half profits and cut its interim dividend.

The pre-tax loss for the six months to October 31 fell to £121,000, after an exceptional £94,000 related to the sale of Wyko Power Plant Gears, compared with £370,000 last time.

Turnover increased from £35.4m to £39m. Sales on the distribution side increased, albeit at the cost of slimmer margins, but fell on the manufacturing side as orders from the process plant industry declined.

Another problem is the German market, where group subsidiaries fell into losses. This deficit, against which the group has no offsetting tax relief, led to a first half tax charge which exceeded pre-tax

profits. This resulted in an attributable loss of £24,000 and was the main reason for the paring of the interim dividend to 0.5p (1.4p). Losses per share were 0.07p (earnings of 0.66p).

Since last October demand has improved and although Mr Philip White, chairman, is uncertain whether this is "a false dawn or whether we shall see some sustained demand" he believes that the second half "should produce a more encouraging result."

Jones Stroud advances 32% to £3.29m

JONES STROUD (Holdings), the manufacturer of accessories and materials for the textiles and electrical industries, lifted pre-tax profits by 32 per cent from £2.49m to £3.29m in the six months to September 30.

Mr Philip Jones, chairman, said it was pleasing to report a recovery despite the difficult trading conditions.

Turnover grew to £34.2m (£31.9m) and trading profits were up at £3.31m (£2.73m). This time there were no exceptional charges (£123,000 for factory closures). Net interest payable was reduced to £19,000 (£14,000).

Mr Jones said that the recent devaluation of sterling had affected raw material costs "at a time when increases are diffi-

cult to recover". He added, though, that Jones Stroud should also benefit from the concomitant improved competitiveness in overseas markets.

The interim dividend is lifted by 10 per cent to 3.3p, payable from earnings up 34 per cent at 12.32p. Mr Philip and Mr David Jones, managing director, together own 70.05 per cent of the company's equity.

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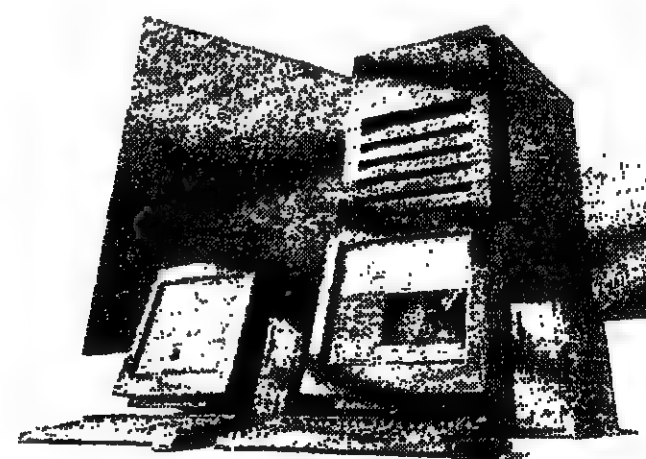
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COMPANY NEWS: UK

Chief again seeks to counter rumours over sale of film and television interests

Rank disappoints with fall to £230m

By Peggy Hollinger

RANK Organisation, the leisure and entertainment group, yesterday disappointed the City with slightly lower than expected profits of £230.1m, against £250.5m last time.

The group also warned that, so far, there had been no sign of an upturn in UK trading, although there were encouraging signs in the US. Turnover for the 12 months to October 31 slipped from £21.1bn to £21.1bn.

Marketmakers, who had been expecting profits of between £233m and £245m, marked the shares down 17p to 687p following the announcement. They recovered, however, to close just 9p down at 696p.

Mr Michael Gifford, chief executive, for the second time this week sought to counter rumours over the sale of the group's film and television interests. Responding to persistent questions over a possible sale, he replied: "We are not in the business of selling our film and television interests and there the matter rests."

Analysts continued to speculate, however, that if an offer in excess of £400m was made by a reliable bidder from within the industry, Rank would have to consider it.

Debt was reported higher at £999.3m (£960.8m) although, excluding currency fluctuations, Rank said it had generated a positive cash flow of £59m. This was partly due to a series of disposals, such as motorway services, Rank Screen Advertising and three hotels, which raised £150.9m.

Pre-tax profits were hit by a downturn in Rank Xerox and an £8.1m (£1.3m) exceptional debit due to provisions against property values and redundancy and reorganisation costs.

The return was also depressed by the effects on Rank's holidays and hotels division of a price war in the travel industry.

Price competition depressed the contribution from Rank Xerox, which fell by £21.4m to £137.3m. Trading had been particularly difficult in Europe and the Far East. Overall revenue for Rank Xerox, 49 per cent held by the Rank Organisation, rose by 4 per cent on an underlying basis.

In the holidays and hotels division, trading profits were down 23 per cent to £59.6m. This was largely the result of overcapacity in the overseas holidays market, which led to people taking fewer UK holidays or none, said Mr Gifford. The hotels division, a large



Sir Leslie Fletcher, chairman: profits hit by downturn at Rank Xerox and exceptional items

part of which is up for sale, reported record profits out of London.

A £5m reduction in losses at Rank's video distribution operation in the US helped the film division report profits some £2m higher at £27.4m. Leisure was 74 per cent higher at

£41.1m, while the recreation division suffered a 2.6 per cent fall to £57.8m.

The final dividend is maintained at 20.75p for an unchanged total of 31p while earnings fell slightly to 37.8p (38.4p).

● A Kershaw and Sons, See Lex

Acquisition helps Cray Electronics leap to £18m

By Paul Taylor

CRAY Electronics Holdings, the Berkshire-based high technology group which acquired the Dowty information technology division from TI for £50m in July, yesterday reported sharply higher turnover and profits for the first-half and resumed payment of an interim dividend.

Operating profits in the six months to October 31 more than doubled to £5.71m, against £2.77m last time. The latest figure included £1.12m attributed to acquisitions and £787,000 (£382,000) from discontinued operations. Turnover increased to £61.5m (£40m), including £29.1m (£28.9m) from discontinued operations.

Pre-tax profits, including a £13m profit on disposals and after £399,000 in net interest payments, jumped to £17.8m from £536,000 last time when profits were reduced by £1.1m in abortive bid costs and

£1.51m of net interest payments partly offset by a £410,000 profit on disposals.

Earnings per share came out at 10.33p (0.47p) and an interim dividend of 0.5p is declared.

Sir Peter Michael, chairman, said Cray's outlook had been "transformed" by the acquisition of Dowty IT and its subsequent merger with the original Craycom business to form the new core Cray communications division comprising four companies based in the UK, US, Denmark and Australia.

He said the results confirmed both the growth achieved by the original Cray companies and the non-dilutive effect of the Dowty IT acquisition.

At the end of October, having paid for the Dowty IT acquisition mainly through a £41.1m rights issue, the group's total debt was about £7.4m.

Since then the group has sold two non-core businesses and has eliminated all debt.

COMMENT

The Dowty IT acquisition was a big lump to swallow, but appears to have been well digested and integrated into the new communications division. The Dowty businesses generated about £30m of the first-half revenues and about £1.1m of profits. Although margins in the new businesses were slim at 3.7 per cent, the full effect of cost cutting has yet to come through. With pre-tax profits projected at between £15m and £17m this year, producing earnings of 6.4p a share, the stock is currently trading on a lofty prospective p/e of 20.3, although this drops to about 16 based on next years' prospective earnings. Against this Cray is operating in an increasingly competitive international market, its share price has risen sharply recently and already commands a premium. Hold.

Owners Abroad accused of poor pricing and confused marketing

By Richard Gourley

AIRTOURS ACCUSED rival holiday group, Owners Abroad, of having a confused marketing strategy and poor pricing judgment which had led to a disappointing financial performance.

Mr David Crossland, Airtours chairman, called Owners Abroad's proposed link with Thomas Cook, the travel agency and financial services group, "a poison pill" which was ill-conceived. It was liable to lead to an erosion of value for Owners Abroad's holders.

In the offer document, posted to shareholders yesterday, Mr Crossland said an investor who bought £1,000 of Airtours

shares five years ago would have had an investment worth £16,500 just before the £215.4m bid was launched on January 5. A similar investment in Owners Abroad would have been worth only £2,035.

Owners Abroad said it saw little in the Airtours document that it had not already addressed but it would make a detailed rebuttal today. The company added that a £1,000 investment in Airtours on January 5 would now be worth £393.

Airtours said that in the 1980s Owners Abroad had embarked upon a "misguided policy of brand proliferation" which was now being reversed. Owners Abroad had 34 brands

against Airtours' 16 and the three "serious" brands sold by Thomson, the market leader.

Mr Harry Coe, Airtours finance director, said the lack of focus was exemplified on the Greek Island of Kos where Owners Abroad was selling eight different holiday brands. An Owners Abroad adviser said that the company was not over-represented, rather Airtours was under-represented.

Airtours said that Owners Abroad's recent increase in the capacity of its Air 2000 charter airline left it financially vulnerable to swings in market demand. A combined group would be able to absorb a significant amount of the surplus.

Denmans Electrical advances 21%

By Graham Deller

SHARES OF Denmans Electrical, the USM-quoted electrical goods group, were yesterday marked 50p higher in a thin market to 276p after a 21 per cent profit advance.

On turnover of £25.8m (£24.5m), pre-tax profits for the 12 months to September 30 rose from £1.38m to £1.52m. Mr Arnold Denman, chairman,

said that stringent cost controls had again contributed to the improvement in margins.

Recession in the building industry continued to affect the wholesale business. Profits were again depressed by an exceptionally high level of bad debts, Mr Denman said.

The Euroelectric importing and distribution side achieved "significant growth" in sales and improved profits, while the

Eterna Lighting manufacturing operation reported increased profits despite higher costs from assimilating new products. These products helped Eterna maintain volumes in spite of "severely depressed" traditional markets, he added.

The final dividend is raised to 4.3p making a total of 6.1p (5.85p), covered just under 4 times by earnings of 23.73p (18.70p) per share.

Windsor shows strong growth

By Richard Lapper

Despite tough trading conditions, Windsor, the specialist sports insurance broker, made a pre-tax profit of £616,000 for the year to September 30, a sharp recovery from the comparable deficit of £1.3m, struck after a £1m property write-down.

Earnings per share were 1.69p (losses 3.2p).

The group reported strong growth in its core sports business.

Commissions on sport insurance policies account for about 25 per cent of its operating income which grew on an underlying basis by 10 per cent to £7m (£6m).

Recovery year for NatWest Bancorp

By John Gapper, Banking Correspondent

NatWest Bancorp, the US subsidiary of National Westminster Bank, yesterday completed a year of recovery from losses by reporting a record fourth quarter profit after tax of \$50.1m (£32.5m) compared to a deficit of \$29.5m the previous year.

The final quarter profit took net income for the year to \$155.7m, compared to a 1991 loss of \$371.5m.

The loan loss provision for 12 months fell to \$132m (\$567.7m) after efforts to improve asset quality.

Mr John Tugwell, chairman and chief executive, said he was "delighted" with what had been accomplished.

He said the bank had managed to diversify revenue by introducing new products such as annuities, mutual funds and private banking.

Operating expenses for the year fell to \$782.5m (\$780.6m),

Recession blamed for decline at Goode Durrant

By Matthew Curtin

GOODE DURRANT, the mini-conglomerate with interests in van hire, property and motor dealerships, reported a 33 per cent decline in pre-tax profits to £1.6m in the half year to October 31.

Turnover fell from £97.8m to £90.8m. Northgate, the group's commercial vehicle hire business, was the only UK operation to improve its performance, contributing a fifth of sales, but 78 per cent of operating profits.

Earnings per share were 2.3p (3.3p). The interim dividend is maintained at 2.15p.

Mr Michael Waring, chief executive, said the depth of the recession took its toll on the equipment hire, property, and motor distribution divisions. GDM Finance, the South African trading finance subsidiary, improved profits despite difficult local conditions.

There were signs of improving economic activity in the UK - from larger numbers of

customers in car showrooms to now-steady levels of van and equipment hire, and the group's successful sale of a small office block in Blackburn in December - but they were "too tentative" to have much effect on the results.

The group continued to focus on "liquid asset management" and was addressing ways of moving out of the property business.

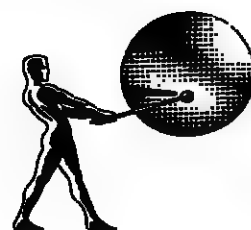
Last year saw a £6.27m exceptional provision for property and land-bank write-downs, which tipped the group into the red.

Mr Graham Perrins, a director of Winedale, the South African company owned by the Nash family which has a 25 per cent hostile stake in the group, said the results were disappointing. The group was paying the price for expensive acquisitions in the past, which had led to large goodwill write-offs. Winedale would like to see management take a "more pro-active" approach to restructuring the business.

The Rank Organisation

1992 Results

	1992	1991
Profit before tax	£230.1 m	£250.5m
Earnings per share	37.8p	38.4p
Ordinary dividend	31.0p	31.0p



The 1992 Report & Accounts will be posted to shareholders on 1st February 1993. Copies may be obtained from the Secretary, The Rank Organisation Plc, 6 Connaught Place, London W2 2EZ.

Offers

by
BZW and British Linen Bank
on behalf of



("Airtours")
for
Owners Abroad Group Plc
("Owners Abroad")

Barclays de Zotte Wedd Limited ("BZW") and The British Linen Bank Limited ("British Linen Bank") announce on behalf of Airtours that, by means of a formal offer document (the "Offer Document") despatched on 14 January 1993, and by means of this advertisement, Airtours, through BZW and British Linen Bank, makes offers (the "Offers") to acquire the whole of the ordinary and convertible preference share capital of Owners Abroad (the "Owners Abroad Shares"). Terms defined in the Offer Document have the same meanings in this advertisement.

The Offers comprise 3 Airtours Ordinary Shares for every 5 Owners Abroad Ordinary Shares (the "Ordinary Offer") and 188.5 Airtours Convertible Preference Shares for every 100 Owners Abroad Convertible Preference Shares (the "Convertible Preference Offer").

Owners Abroad Ordinary shareholders who accept the Ordinary Offer may elect to receive, in respect of up to approximately 55 per cent of their shareholdings in Owners Abroad, a Partial Cash Alternative instead of some of the Airtours Ordinary Shares to which they would otherwise be entitled under the Ordinary Offer on the basis of 108p in cash for each Owners Abroad Ordinary Share.

Owners Abroad Convertible Preference shareholders who accept the Convertible Preference Offer may elect to receive a Partial Cash Alternative, in respect of up to approximately 55 per cent of their shareholdings in Owners Abroad, instead of some of the Airtours Convertible Preference Shares to which they would otherwise be entitled under the Convertible Preference Offer on the basis of 188p in cash for each Owners Abroad Convertible Preference Share.

The full terms and conditions of the Ordinary Offer, the Convertible Preference Offer and the Partial Cash Alternative are set out in the Offer Document.

The Offers are not being made in the United States or Canada or by use

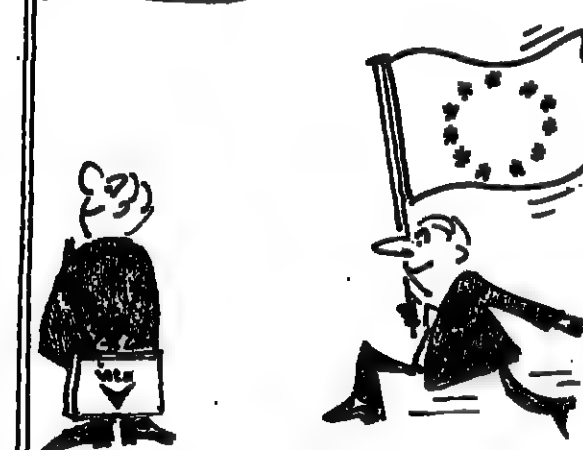
of the mails or by any means or instrumentality of United States interstate or foreign commerce or of any facilities of a United States national securities exchange. This includes, but is not limited to, the post, facsimile transmission, telex and telephone. Persons wishing to accept the Offers should not use such means or any such means, instrumentality or facility for any purpose directly or indirectly related to acceptance of the Offers and so doing may invalidate any purported acceptance. The new Airtours Ordinary Shares and Airtours Convertible Preference Shares have not been and will not be registered under the United States Securities Act of 1933 (as amended) and may not be offered, sold, resold or delivered, directly or indirectly, in or into the United States.

The Offers are being made by means of the Offer Document and this advertisement and are capable of acceptance from and after 14 January 1993. Acceptances of the Offers should be received by not later than 3.00 p.m. on 4 February 1993 (or such later time(s) and/or date(s) as Airtours may, subject to the rules of the Code, decide). Copies of the Offer Document, Listing Particulars and Forms of Acceptance are available for collection from Bank of Scotland, New James, Apex House, 9 Haddington Place, Edinburgh EH7 4AL and 3rd Floor, Broad Street House, 55 Old Broad Street, London EC2P 2HL.

This advertisement is published on behalf of Airtours and has been approved by BZW and British Linen Bank which are members of The Securities and Futures Authority, solely for the purposes of Section 57 of the Financial Services Act 1986.

The Directors of Airtours accept responsibility for the information contained in this advertisement and, to the best of their knowledge and belief (having taken all reasonable care to ensure that such is the case), the information contained in this advertisement is in accordance with the facts and does not omit anything likely to affect the import of such information.

Dated: 14 January 1993



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For the period from January 15, 1993 to April 15, 1993 the Notes will carry an interest rate of 3 3/4% per annum with an interest amount of US \$448.31 per US \$50,000 Note.
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مكتبة الحرم

RECRUITMENT

JOB: If managers can't accentuate the positive, they could at least try eliminating the negative

We have ways of turning you off

ALTHOUGH doubtless still full of zest, you readers will mostly be old enough to have forgotten how it felt to leave your teenage years behind. So you are unlikely to remember the anxiety about impending adulthood, which - mingled with pride, of course - the Jobs column feels on passing its 20th birthday.

Fortunately my confidence received a boost during a visit to Ivan Robertson, Professor of Occupational Psychology at the University of Manchester Institute of Science and Technology. He reported that, while watching his young son playing football, he'd been approached by another spectating dad who'd handed him a strip of pink paper and urged him to read it there and then. "It turned out to be one of your articles," the professor intoned, as though he were recounting some inexplicable dream.

Even so, a column surely can't be all that bad if it gets handled about at football matches. And if the clearly most intelligent but alas unnamed dad in question is ever in the FT's vicinity, I owe him several drinks.

My reason for calling on Ivan Robertson was that among the things on which he's an authority is a subject that has proved of

keen interest to readers down the years: people's motivation to work. Indeed, he is the leading author of the book* on the topic published by Britain's Institute of Personnel Management.

As the book makes clear, expert views on motivation have changed since this column's babyhood. Two decades back, there was an optimistic belief abroad that all human beings will become well motivated if their jobs are properly designed. So provided that organisations set up the jobs appropriately - by "enriching" them with suitable challenges, for example - everyone who came to work for them would have high motivation.

That pleasant notion has now given way to a more pessimistic view. It is that far from being alike in capacity, some people are intrinsically and perhaps even genetically more motivated than others, and so put greater effort into anything they are called upon to do. Hence there is no

* *Motivation: strategies, theory and practice*. £11.95.

"universal motivator" in the sense of a formula for galvanising the whole of a workforce.

On hearing of the changed view, however, the Jobs column recalled the logician's gag about the converse not necessarily applying, enshrined by Lewis Carroll's immortal dormouse's dictum that although he breathes when he sleeps, it's not true that he sleeps when he breathes.

By the same token, the fact that companies have no way to turn everyone on, needn't mean they have no ways of turning everyone off. So I asked Professor Robertson whether there might be any universal de-motivators.

On reflection, he replied he could think of several. For a start, since research has shown that people need to know their efforts are paying off in terms of expected results, one good off-turner would be to give them no feedback. Even better might be to provide feedback, but scramble it so the links between effort and rewards appear entirely random.

The same end would be served by work-goals that are vague, if

not downright contradictory, especially if imposed from on high without explanation, let alone consultation.

Still further potential lay in arbitrary controls, he went on, as exemplified by management reacting to an obviously isolated incident by clapping a permanent straitjacket on everybody. I rejoined that a case in point had happened at an army training camp miles from anywhere in the days of national service.

When a 48-hour leave came up, one recruit who lived too far away to get home was left all alone with nothing to do. So he scraped the black enamel off his iron bedstead and polished the metal until it shone like silver. It so impressed the commanding officer that he ordered the whole camp to do likewise. Thereafter, the pioneer polisher spent all his free time climbing out of his emergency water supply tank only to be thrown back in by the next set of waiting squaddies.

Ivan Robertson felt that the commandant had missed a trick. A truly skilled demotivator would

have promoted the pioneer to sergeant-major. "But seriously," he added, "once you think about ways of turning everyone off, you suddenly realise what an awful lot of managers use them."

NOW to the table below which sheds some light on a query often posed by people considering going to work overseas - "If I went abroad, how much would it cost to keep up the same living standard for the family?"

The figures are provided by the Employment Conditions Abroad consultancy which keeps

check on pay-rates and cost-levels in more than 150 countries. Since I have room for only nine of them, however, anyone wanting information on the others will need to contact Barry Rodin of ECA at 15 Britten St, London SW3 3TY, telephone (071-351 7151, fax (071-351 8386).

The pattern for the exercise is a middle management job, such as the head of marketing in a medium sized company. Taking managers of that kind from each of the nine countries covered, the table shows their typical gross salary and outlays at home, and

the cost of keeping up the same buying habits in the other eight lands. The cost figures relate solely to spending on consumer-type goods and services, no account being taken of housing.

Other currencies have been converted to sterling at the exchange rates prevailing at the close of London markets last Friday night. The ranking of the countries is determined by how much their native executive spends when based at home.

By that yardstick, the Swiss with £19,721 worth of purchases make the Brits with £11,232 look relatively cheese-paring, although the Dutch and Australians are thrifter still.

Michael Dixon

Nationality of mid-rank manager*	Gross salary in homeland £	Cost of keeping up home-country pattern of spending on consumer goods when in-	United Kingdom	Switzerland	France	Germany	Australia	Singapore	Hong Kong
Swiss	74,248	13,779	14,180	19,721	15,630	17,893	12,908	16,090	16,778
Hong Kong	52,822	19,308	20,295	31,016	22,094	24,643	25,390	17,750	19,385
German	68,888	13,087	13,459	20,204	14,819	15,804	17,023	12,246	15,913
French	52,744	12,162	13,485	20,496	14,968	16,575	15,537	12,187	15,138
Singaporean	47,480	17,276	17,183	26,198	10,751	21,674	22,108	15,403	15,338
American	57,026	16,189	13,793	24,187	18,892	20,398	20,688	14,163	17,444
British	36,600	11,232	13,174	20,485	14,637	16,827	16,888	11,982	15,042
Dutch	47,711	9,234	9,767	14,883	9,788	12,157	12,212	8,780	11,437
Australian	32,581	11,288	11,061	17,132	12,758	14,111	14,241	9,216	13,318

* Responsible for function such as marketing in medium-sized company.

Opportunities in Emerging Markets and Derivatives

During the past twelve months our client, a U.K. based bank, has enjoyed considerable growth and development in business, personnel and market profile. The broad infrastructure of the bank is now in place and the next phase is focused on the refinement of individual product areas. In particular the bank is looking to develop derivative activities in several niche markets.

Emerging Markets

- Debt Derivatives:** Attached to the Emerging Markets trading team the successful candidate will develop and run a derivative trading book in this fast developing field. Traders experienced in capital markets and interest rate derivatives are the preferred candidates.
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- Commodities:** The bank's client base includes a number of large mining groups. To develop this and other opportunities candidates are sought with experience in developing and trading both OTC and exchange traded commodity derivative books.
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Candidates will probably be in their twenties to early thirties and highly analytical. Traders will have a consistent track record in profit generation from risk controlled trading. The new recruits will be offered considerable latitude in dealing style and will be expected to make a significant contribution to the desk from the outset both in trading terms and "value-added" ideas. In addition to competitive basic salaries there is an excellent bonus scheme and the usual banking benefits.

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Please contact Trevor Robinson or Helen Hight at Jonathan Wren & Co. Limited, Financial Recruitment Consultants No. 1 New Street, London EC2M 4TP Telephone 071-623 1266 Facsimile 071-626 5288



CROSBY SECURITIES

Headquartered in Hong Kong, Crosby Securities is one of the leading institutional stockbroking specialists in the Asian region. Renowned for its high quality research, it has been successful in establishing a strong presence in a variety of countries in the region.

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One of Crosby Securities' strengths continues to be its management structure with managers and employees owning a controlling stake in the business. In addition, Crosby benefits from having a significant minority shareholder in the Société Générale banking group, which is one of the 20 largest banking groups in the world.

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Investment Analyst - Hong Kong. Preferably a U.K. or U.S. trained analyst who wishes to use his skills in Hong Kong and one or two surrounding countries.

Corporate Finance - Hong Kong/Singapore. A corporate finance professional to develop business opportunities in the region.

Mandarin Speaking Analyst - Hong Kong/China. An analyst with some experience to develop China research - initially to be based out of Hong Kong.

Sales - London. An experienced sales person (preferably fluent in one or more continental languages) to further strengthen Crosby's strongest sales office.

Research Manager - Asia. A proven research professional who wants to have the opportunity of managing a research office.

For those wishing to discuss the positions in more detail, please contact any of the following main board directors:

Bruce Darrington, Hong Kong Tel: (852) 8-444-988
Dennis Siu, Singapore Tel: (65) 3-222-333/225 8585
Michael Hanson-Lawson, London Tel: (4471) 404 9888
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Prospects within this expanding team are excellent.

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- Strong communication skills - both written and oral.
- Knowledge of US funding markets would be a distinct advantage.

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Manager

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The Investment Banking Division of the Canadian Imperial Bank of Commerce seeks a Manager to join its expanding Corporate Account Management team. The CIBC group is one of the largest North American Banks and operates in many of the world's major financial centres providing a broad range of financial products and services. The principle activities in Europe include Treasury Products, Investment and Corporate Banking. Through our subsidiary, Wood Gundy Inc., we are active in Fixed Income, Equities and the Swap Markets.

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Applicants for this excellent career opportunity are sought who have several years' banking experience, with particular emphasis on credit skills and are preferably American bank credit trained. The successful candidate will ideally be a graduate with a good knowledge of treasury products and derivatives. Strong communications and interpersonal skills are essential, as is computer literacy, for this challenging and rewarding opportunity.

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Please write, enclosing your CV and details of your current package to Sarah Scott, Human Resources, Canadian Imperial Bank of Commerce, Cottons Centre, Cottons Lane, London SE1 2QL



Canadian Imperial Bank of Commerce

TOP OPPORTUNITIES

SENIOR POSITIONS IN GENERAL MANAGEMENT



Chief Executive

c £100,000

London

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programmes, as well as the profitable realisation and recycling of assets. A key objective will be promoting CDC's role in less developed countries. Frequent overseas travel will be necessary.

CDC now invites applications for this challenging, high profile position from senior, respected figures from industry, commerce or finance who have had significant management responsibility. Exceptional leadership, interpersonal and strategic skills are essential. A background in investment capital, overseas project finance, investment management and appraisal, would be desirable. Experience of relations with the public sector in the UK or overseas would be an advantage. The ideal age range is 45-55.

Applicants should write, enclosing a detailed CV, to Sir Peter Leslie, Chairman, CDC, One Bessborough Gardens, London SW1V 2JQ, marked "Private and Confidential (CE)".

CHIEF EXECUTIVE



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Applicants (male or female) should forward full details of career to date and current salary to:

Graham Barwell, Eaton Limited, Eaton House, Staines Road, Hounslow, Middlesex, TW4 5DX
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Recognised as one of the country's top international law firms with a strong reputation across the full range of banking and financial transactions, our Client seeks a senior lawyer to play a pivotal role in the expansion of its capital markets practice.

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Reflecting the importance of this position, a very substantial remuneration package will be offered with a view to early or immediate partnership where appropriate.

For further information in complete confidence, please contact Alistair Dougall on 071-405 6062 (071-831 0030 evenings/weekends) or write to him at Quarry Dougall Recruitment, 37-41 Bedford Row, London WC1R 4JH. Initial discussions can be held on a no names basis.

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Pan European Role

US Institution

Our client is one of the leading American Cash Management institutions. A highly competitive and customer-driven global banking organisation, it is committed to finding solutions to meet customers' needs, however complex, with unprecedented consistency in both the quality and range of their products and the highest levels of service. With a customer list that is the envy of their competitors, the Cash Management group is looking for two additional sales people to intensify and extend its relationships with existing clients whilst adding new ones.

Public Sector

We are looking for a senior banker to develop this new initiative, marketing to European public sector entities. The client base will include government agencies and some of the state run institutions and we are, therefore, looking to recruit someone with a proven track record in this sector. Cash management experience would be an advantage, but is not essential. Candidates should have at least 15 years banking experience and they will need to be fluent in at least two European languages in addition to English.

Corporates

An experienced cash management sales person, the successful applicant will be responsible for marketing to a targeted group of key multi-national corporate clients headquartered in the UK. Likely to be in your mid 30s, you will have a proven track record in corporate banking combined with good cash management and treasury experience. As this is a pan-European role, languages, especially French, would be useful.

For both roles the successful candidates will be excellent communicators who are both sales driven and have a proven record of maintaining key relationship contacts. There will be extensive travel and we are, therefore, looking for individuals with maturity and breadth of vision to develop the business. This is an exceptional opportunity to work with a market leader in an attractive environment, where you could enjoy long term career enhancement and a generous performance orientated remuneration package.

Interested applicants should contact Ann Semple or Tim Smith on 071 831 2000 or write to them enclosing full career and salary details, at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LH.

MP

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We are a fast growing multinational in the home furnishing business with approx. 95 stores in 17 countries. We source our products from some 63 countries and our annual turnover is more than USD 4 bn. We have a commitment to "create a better everyday life for the majority of people". To do this we need seasoned and business minded professionals.

That is where you come in. As part of our team in Brussels, your responsibilities will include all aspects of Interest Rate Risk Management, from monitoring and analysing positions to formulating strategies and actual trading.

To join our Treasury Team, you need to be:

- Business minded
- Independent and confident
- Open-minded
- Interested in details
- Analytical
- Able to work in a Team

We think you have minimum 4 to 5 years' practical experience within this field and that you are able to pass on some of your knowledge to your colleagues. You must have

- experience in:
- IRS and currency swaps
 - Futures
 - FRA's
 - Options

It would be an asset if you also have FX experience.

If this sounds like an opportunity you would like to invest your future in, then send your resume and salary expectations to the address below before 31st January.

Should you have any questions, please do not hesitate to contact Carsten Jorgensen or Søren Hansen at our office (phone no. +32-2-725.35.80).

N.V. IKEA Service Centre S.A.
Leuvensesteenweg, 542/B16
B-1930 Zaventem
Belgium
Attn: Maggy Jamar

IKEA

Investment Management Sterling Money Markets

Our client is the international arm of one of the UK's most prestigious financial groups. They seek to appoint an experienced individual to complement the Liquidity Management team. The focus will be on the sterling money markets.

Working directly with the team Director, the individual will be responsible for:

- Management of client portfolios
- Providing investment reports to clients
- Meetings with clients
- Supervision of staff

- It is essential that candidates have the following skills:
- An in-depth understanding of, and experience in, the sterling money markets
 - Knowledge of international money and bond markets
 - The ability to make independent investment decisions
 - Proven supervisory skills

This position offers an excellent opportunity for an individual looking to develop their skills in a specialist area with an experienced team and for a wide range of clients. Remuneration will be commensurate with knowledge and experience.

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Michael Page City
International Recruitment Consultants
London Paris Amsterdam Brussels Düsseldorf Sydney

Interested applicants should contact Kay Ovenden or Paul Wilson on 071 831 2000, or write to them enclosing a full curriculum vitae at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LH.

مكتبة من الكتب

OPTIONS DERIVATIVES TRADING/SALES - LONDON

Attractive salary, bonus and benefits package

Gerald Limited, London member firm of The Gerald Group, is seeking applicants for a management position in the commodity brokerage and trading business. The position has arisen as a result of expansion of the firm's 130 strong staff.

The Gerald Group is one of the world's principal metal merchants and has approximately 800 employees in offices throughout the world including Stamford Ct., Tokyo, New York, Chicago and Lausanne. It maintains an important position in London and the United States in areas of derivative markets particularly in Foreign Exchange and Metals.

We require an individual to join our expanding London metal derivatives team in a trading/sales/management

capacity. Responsibilities will include management and control of our proprietary portfolio, the development of Option strategies with an established client base and the expansion of that client base. The successful applicant will have at least two to three years' proven successful experience in this or a closely related field such as Foreign Exchange derivatives. A thorough understanding of all types of Options, their risk assessment and experience in the management and control of a sophisticated portfolio of different currencies is essential. Strong computer literacy is a prerequisite. Metal industry experience an advantage but not essential.

This is a senior position reporting and accountable to Senior Management.

Applications with full CV's should be addressed to:

Miss N. Vernon-Browne, Personnel Manager, Gerald Limited, Europe House, World Trade Centre, St. Katharine by the Tower, London, E1 9AA
No Agencies

MONEY BROKER

A worldwide money broking company based in the City wishes to recruit a graduate in a business-related discipline with a minimum of two to three years' experience in money broking.

Candidates should be fluent in Japanese and English, and have experience of Japanese business culture. They will also be required to demonstrate a working knowledge of interest-rate swaps and FRAs as well as a basic understanding of spot and forward foreign exchange.

Applications, including full details of careers to date, should be sent to:
Box No. A676
Financial Times
1 Southwark Bridge
London SE1 9HL

BANK OF IRELAND INVESTMENT MANAGERS LIMITED

Bank of Ireland Group has a long standing and impressive track record in investment management with over £4 billion in funds under management. Our UK investment management arm provides services to pension funds, charities, corporate and private clients. Due to the continuous growth of our business, we are now seeking to fill the following new position.

PORTFOLIO MANAGER - LONDON

Primarily responsible for managing UK client portfolios, the candidate will also be involved in the development of new business through existing and new customers.

Reporting directly to the Head of Portfolio Management, the successful candidate will have a minimum of 3 years experience in our industry. Candidates are likely to be high-calibre graduates with a track record in portfolio management. Strong communication skills, a thorough understanding of domestic and international markets and the ability to work on one's own initiative are important prerequisites.

We offer an excellent remuneration package which will be performance related and will include mortgage subsidy and other banking benefits.

Please send detailed C.V. in confidence to:
Fred Healy, Head of Personnel,
Bank of Ireland Investment Managers Limited,
36 Queen Street, London EC4R 1BW.

Bank of Ireland



RIYAD BANK

SAUDI ARABIA

RIYAD BANK is Saudi Arabia's most prominent Bank with 170 branches in the Kingdom and offices in the UK and USA. The Bank has recently embarked on a comprehensive and ambitious automation restructuring program, and, as a result, major technology based changes are expected within the Bank's International Banking Division at its Head Office in Riyadh.

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RISK MANAGER

JOB REQUIREMENTS:

- Strong experience in Risk Assessment, preferably in Capital Markets.
- Excellent communication skills with 'hands-on' management experience.
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MAJOR RESPONSIBILITIES:

- Identify price and credit risk parameters that are utilized by the Bank to evaluate Capital Market Products and interbank counter parties.
- Co-ordination between Line Departments and generation of proposals for structuring Treasury and Investment facilities.
- Assessing and enhancing existing risk reporting systems and integrating them into the Bank's overall Automation Program Plan.

We also are seeking support for our retail banking systems program and applications are invited for the following critical position within the Domestic Banking Division.

TRADE FINANCE PRODUCT MANAGER

JOB REQUIREMENTS:

- Fully conversant with all aspects of trade finance, L/Cs and L/Gs.
- Experience in the implementation of automated letters of credit systems.
- Knowledge of Arabic would be an advantage.

KEY RESPONSIBILITIES:

- Product Planning
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- Promoting, supporting and increasing the utilization of trade finance automation by end to corporate customers.

We offer fully competitive benefits packages together with Tax Free Salary, Housing Compound, Medical Coverage and Annual Home Leave.

Please send your application with C.V. and details of current salary to Box A678, Financial Times, One Southwark Bridge, London SE1 9HL.

INSTITUTIONAL RESEARCH AND SALES - ASIA

We are a leading Asian institutional equity broker, covering all that Asia's stock markets except Japan. As a result of further expansion, we are looking primarily for analysts to be located in our Asian offices and also for sales people in Asia, New York and London.

We believe that an analyst's skills, once proven in one market, are readily transferable so experience of Asia is not a pre-requisite. However, an ability to look behind or off-balance sheet, to take into account management weaknesses, market conditions and price, together with an ability to work consistently and at speed, is vital. We are not interested in occasional mega-tonnes, nor in 'in-depth' work that ignores price. It is important that the candidates have a history of regular direct client contact and adding to sales rather than theoretical publishing.

The sales candidates must have proven Asian experience and are likely to be seeking a change as a result of frustration with the bureaucracy, ignorance or lack of commerciality of their existing employers.

Applications with a full cv and any supporting documents will be treated in strictest confidence and acknowledged within three weeks.

Write to Box A673, Financial Times,
One Southwark Bridge, London SE1 9HL

Bloomberg

FINANCIAL MARKETS

Sales - Financial Markets UK & Europe

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To be considered you must have a good understanding of financial instruments particularly any one or more of the following: Fixed Income, Interest Rate Swaps, Futures and Options, Equities or Currency Markets.

Applicants who can also demonstrate fluency in a second European language such as Italian, Spanish, French or German are of particular interest.

Bloomberg is a young dynamic company and it is important that you are highly motivated with a commitment to developing your career in a demanding yet stimulating environment.

Salary is negotiable according to experience.

Apply to The Freshman Consultancy during office hours on 071-702 4934 or 0831 116336 or send your CV by post or fax quoting ref FT/B/D.

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ACCOUNT MANAGER - LONDON

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Applications with a full CV to: The Personnel Officer, ASLK-CGER Bank NV-SA, ASLK-CGER House, 22 Eastcheap, LONDON EC3M 1EU.

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A committed graduate with strong analytical skills, you are innovative and eager to join a small dynamic team, possibly with some experience of negotiating long term contracts in commodity supplies.

You will be based in the City with travel in the UK as necessary. An attractive remuneration package is available together with excellent career prospects.

For further information, please ring 071-253 1570 or write with C.V. to:

Mr C.J. Maitland
Project Director
Chigen Limited
Metrol House, 5th Floor
62-68 St. John Street
London EC1M 4AP

(Closing date for applications is Friday 29th January 1993)

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TREASURY CONSULTANT LONDON BASED/INTERNATIONAL TRAVEL

BPP Bank Training, established to service the needs of the international financial community, is part of the BPP Group the well known leader in the education, publishing and training business.

BPP Bank Training now wishes to appoint an additional consultant to their Treasury Team. The successful candidate is likely to be between 25-35 and to have spent some years in a dealing room or support area and will have a sound understanding of a range of financial instruments. He/she must have a lively personality and feel confident to train, present and advise, although specific presentation training will be given. This is an excellent opportunity to join an expanding company.

Salary Negotiable Please apply in writing to:

Roger Roberts
BPP Bank Training
21st Floor, 99 Bishopsgate
London EC2P 2LA

FUND MANAGER-FIXED INTEREST Remuneration Negotiable

Latin American Securities is part of the Latin American Management Group which was set up in October 1987 as a joint venture between Foreign & Colonial Management Limited in London and Banco de Investimentos Garantia, a Brazilian investment bank.

In order to maintain our very high standards and to continue our expansion we are currently seeking to appoint a Fund Manager.

The successful candidate, educated to degree standard and with 2-3 years practical and recent experience in Fixed Interest/Eurobond markets will ideally be 25-30 years of age and have Reuters/Telerate systems experience.

The position requires a numerate and articulate individual who enjoys working with and becoming an essential part of a small dedicated team.

Interested applicants should forward a comprehensive curriculum vitae to:-

Anthony Evans
Latin American Securities Limited
Exchange House
Primrose Street
London EC2A 2NY

LATIN AMERICAN SECURITIES LIMITED

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Sales - Financial Markets

City Based

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In addition, you must possess excellent communication and presentation skills and have a good understanding of financial instruments and the way in which the securities markets operate.

In return, we can offer career development opportunities in a dynamic environment, together with a comprehensive benefits package including: twice yearly performance related incentives, private medical insurance, excellent holidays and pension scheme and many other benefits expected of a successful Company.

Please apply to Philip Bryett, Personnel Manager, sending a c.v. or requesting an application form, to QUICK EUROPE Ltd, 65 Clifton Street, London EC2A 4JE. (Fax: 071-377 2209)

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ACCOUNTANCY COLUMN

Heady experience on the bottom rung of audit ladder

Andrew Jack looks at a training course that mixes hard work and play – and instils 'firm values'

THEY came from all over Europe, the Middle East and Africa. They flocked to an obscure Dutch village in their hundreds, fresh-faced graduates with little experience of the world of business. By next Monday, most will be out on their first audit assignment.

Over two weeks, they have endured more than 12 hours a day of training, each one accompanied by less sleep and more powerful hangovers. They have been mixed by gender, colour and nationality. They have been hard at work and at play in the classrooms, the bars and the sports facilities. This is basic training for auditors; boot camp for the recruits of Arthur Andersen.

Mention Fast – short for firm-wide audit staff training – to a current or former Andersen professional and eyes will mist over with nostalgia. About 4,000 of this year's intake of 5,000 recruits worldwide will attend.

That explains the long list of accountants with the firm who are eager to go back and teach their more junior colleagues, while re-living their past. The considerable delegation within the firm to those in junior positions means that many have the chance before memories of the original fade too far.

This year, things are slightly different. The 250 students and 30 tutors now coming to the end of a residential conference centre near Eindhoven in the Netherlands have become guinea pigs for a new, improved course. Their sessions are being observed, questionnaires are being circulated, focus groups held every day. Simultaneously, a session is just finishing in Andersen's other principal training

centre, St Charles outside Chicago.

It is the course with no name, or at least no digestible abbreviation. It is called ABA WST – audit and business advisory worldwide staff training – or Aberystwyth, as some of its instructors have started to dub it.

It represents 18 months of development, tens of thousands of hours of professionals' time in planning and some \$1.7m in preparation costs to date. The offices sending participants are spending more than \$3,000 a head for the privilege.

ABA WST is arguably the single most important element of the \$350m which Andersen says it spent on training last year, out of fee income totalling \$5.6bn.

The content of the syllabus has changed substantially from Fast. The gruelling regime – just as important as the learning in the classroom – remains virtually unchanged, although each class of former trainees claims its own was the toughest.

By the end of the second week, most of participants' energy has been long drained, and only momentum drives them on – giving them a taste of the stamina they may well need for the rest of their career with the firm.

How much knowledge they retain is debatable. One of the most common concerns among the trainees is whether they have sufficient skills to go out on their first audit. Their instructors constantly allay these fears. They argue that a tight supervision structure, well-established firm procedures and the impressive ability of the recruits will get them through.

What is certain is that those taking part make friends for life, forming a common bond against the pressures

of the course. Critics say the course moulds them into the raw material for a career at "Arthur Andersen". The more diplomatic call the experience a culture bath.

Everything is geared around getting the participants to mix continually. The Koningshof conference centre is nearly two hours' journey from Amsterdam, and 20 minutes walk from the nearest off-site bar. It was purposely chosen to be distant from distractions which might lure students off the campus.

That does not deter the hardy. Each evening, large groups – led by the South Africans, the British and the Irish – seek out the nearest bar once the hotel's own facilities shut down at 1am. Others collapse into bed ready for the early start.

Koningshof is designed around groups. The bedrooms are clean and functional. They are very small and have no distractions such as television. The one item of equipment is an alarm clock for early wake-ups.

The centre is self-contained, and focused around communal areas, with several restaurants and bars as well as many classrooms. There are elaborate sports facilities, and the ABA WST timetable schedules an hour before dinner each day specifically for sports. It also slots in an athletics competition on the first Wednesday. Most people take part.

In a typically canny accountant's move, Andersen drew up a complex contract with the centre's management four years ago. It uses the facilities at a substantial discount and has its own wing which is now being

expanded. But it does not assume the risks of the entire hotel, which takes clients from other corporate customers. It expects to break even each year, charging all costs to the national Andersen firms.

Most hours each day are spent in classes. They start promptly at 8am, and rarely finish before 10pm, with short breaks for coffee, lunch and dinner. Anyone who is late faces a forfeit. Tardy trainees had to stand on a chair and sing their national anthem, stand on one leg and recite a nursery rhyme, or crawl around the floor impersonating an elephant.

Classes are also smartly turned out. Andersen people dress down for dinner, quickly changing into jeans during the evening break. That is a habit which tends to persist during their careers. But during the day, they are in smart outfits. Many of the men are already adorned in the dark grey suits that are almost ubiquitous among partners.

Aspects of the Andersen culture occupy the first three days – the "core course". Trainees learn communication, teamwork, time management and research skills. They are told about business protocol and building internal relationships in the firm. Resumes listing each others' backgrounds and interests are circulated to everyone. Years later, accountants in the firm use these connections to help ease international assignments.

But the emphasis on firm values continues for the rest of the fortnight. Everyone is allocated to new classes after the first three days, with the exception of the French who have instruction in their own language.

Trainees within each class are regularly rotated, ensuring that the genders and nationalities mix. Much of the training is in groups and teams, and requires presentations.

Learning is based around a simulated audit of a fictitious US hair products company called "Style by Castan". Trainees watch videos, read press clippings and gain an understanding of the business and its accounting systems. They learn about risk assessment and planning the audit.

Then they prepare work papers, and get going on topics such as the expenditure cycle, inventory observation, the revenue cycle, receivables, property, plant and equipment, profit and loss, contingencies and the financial reporting cycle.

In between, they are periodically referred back to the firm's audit manuals, and instructors throw in examples from their own experiences. Audit standards are emphasised alongside client value. The importance of fees – including identifying additional functions which the firm can sell – are not neglected.

Mr Marco Castano, a partner from Andersen's Italian practice, says there have been substantial changes to the syllabus since Fast. The course provides less detail but more overview, emphasising the business reasons rather than simply the procedures. It has also been made less US-based to reflect the firm's worldwide nature.

By the start of next week, those who took part may not have grasped every fine point of auditing, but they have laid the foundations for a long-standing career in the world's most unified accountancy firm.



LORNAMEAD

ACCOUNTANT

circa £20,000 + car + benefits

The Lornamead group is a leading producer and exporter of toiletries, wines and spirits and food products. The group is experiencing significant growth in its markets and requires to strengthen its financial team.

Reporting to the Financial Director, the Accountant will have total responsibility for timely production of management information, tax and VAT compliance and company secretarial duties as well as the upkeep and development of the group's computer system.

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Candidates should apply in writing, enclosing a full CV, to:

The Financial Director, Lornamead Limited, Lornamead House, 1/5 Newington Causeway, London SE1 6ED

DIVISIONAL FINANCE DIRECTOR

Required for Midlands based Construction Group with annual turnover of around £250 million.

This excellent career opportunity will be suited to a qualified accountant with board experience and a construction industry background.

Please reply with CV to Box No A670, Financial Times, 1 Southwark Bridge, London SE1 9HL

Financial Controller

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Manchester

Our client, Greater Manchester Passenger Transport Executive, is totally committed to achieving excellence in its service to the public. Achieving service excellence in today's environment means managing change, maximising innovation and ensuring the highest level of efficiency. GMPTX are making great strides in meeting the significant challenges that lie ahead and, as part of its strategy for the future, seeks to appoint a commercially-minded Financial Controller who can identify with its philosophy and make a major contribution to achieving operational excellence.

Reporting directly to the Director of Finance, the appointee will take responsibility for the smooth running of the Finance team and for advising on and interpreting financial and management information. Computer literate, the successful candidate, ACA, ACCA or CIPFA, will bring technical competence and strategic perspective to a role which demands assertion tempered by tact and single-mindedness.

harnessed by sensitivity to the views of others.

Strong communication and team working skills should be blended with a mature, innovative approach which will make the appointee an effective agent for change. The package will include a contributory pension scheme and generous travel concessions. Relocation and expenses will be available where appropriate.

If you can share the ideals of GMPTX and feel ready for a major challenge which will stretch your personal and professional skills to the limit, please apply in writing, giving career and salary details and quoting reference F/373/B to Paul Bailey, Ernst & Young Corporate Resources, Commercial Union House, Albert Square, Manchester M2 6LP.

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New York

212 752 4500

Director of Syndicate Accounting

Excellent remuneration package plus car

For further details, please contact Nigel Joyce or Alison Smyth on (071) 583 0073 (day) or (081) 595 1609 (evenings & weekends) or send your cv in complete confidence to 16-18 New Bridge Street, London EC4V 6AU. Fax (071) 553 3908.

An exceptional opportunity exists for a high calibre Chartered Accountant to join this established and prestigious Lloyd's Underwriting Agency.

In a challenging and high profile position, the successful candidate will take full responsibility for a large progressive syndicate accounts department.

A dynamic and pro-active approach will be needed to ensure the department provides timely and accurate financial reporting to Underwriters and Managing Agency boards.

The candidate will have the opportunity to further utilise and develop skills by undertaking Company Secretarial and Compliance Officer functions for two agency boards.

This position clearly demands an ambitious individual ideally with the following credentials:

- Proven managerial experience and expertise gained within a large, high quality, deadline driven environment
- A chartered accountancy qualification
- Previous exposure to Lloyd's syndicates accounting.

Rewards will be excellent in terms of prospects, package and working environment.

BADENOCH & CLARK
recruitment specialists

whiteheadselection

Finance Director

Publishing

North West of London (M25 Corridor)

c.£50,000 package plus benefits

This successful, £10 million turnover business publisher and exhibition organiser is part of a rapidly expanding, listed group which intends to grow the company both organically and by acquisition. The Finance Director is to retire shortly, creating an opportunity for an exceptional candidate to become a key member of the small management team.

You will lead and develop the finance and accounting function, bringing a fresh, outward looking approach and providing a high level of support to the newly appointed Managing Director. Systems development will be an important part of the role in this high transaction level environment.

Probably a graduate Chartered Accountant aged late 30's, you will have had at least five years' experience in medium/large sized industrial companies at financial controller level or above. Experience in the media sector would be advantageous, but is not essential. Personal qualities will include a high level of self motivation and strong communication skills.

There is good potential for career development within the group.

Please write enclosing a full CV, quoting reference 594, to Nigel Bates, Whitehead Selection Ltd, 43 Welbeck Street, London W1M 7HF.

A Whitehead Mann Group PLC company.

whiteheadselection

Finance Director

an outstanding opportunity for an ambitious and commercially aware ACA

Luxembourg

Our client is one of the foremost retail financial services Groups, with impeccable parentage and a total commitment to expansion in Continental Europe.

We are looking for an exceptional candidate probably in his or her thirties and our selection standards will be extremely high, matching the importance placed by our client on this critical appointment.

A first class financial and management accounting background is taken as read but much more is required; literacy as well as numeracy, forward thinking as well as historical accuracy and, crucially, communication skills.

Whilst we are not insistent on financial services exposure, we will require demonstrable experience in forecasting and business planning which will form an important part of the role and contribute to the future expansion of the organisation. French and/or German language skills would be a great asset.

This is a high profile role and the rewards in terms of salary and benefits as well as promotional prospects are unlikely to disappoint the calibre of individual required.

Please send full career details quoting Reference No. A5210 to Malcolm Lawson at Codd Johnson Harris, Human Resource Consultants, 12 New Burlington Street, London W1X 1FF, or alternatively, telephone 071-287 7007 during the working day or 0323 485580 in the evenings.

CJH

Codd Johnson Harris



A Winning Combination

In line with changing trends in the recruitment market-place and as a result of continued success and growth, St. James Associates is merging with the regional search practices of GKR to form a new company, GKR.

GKR will complement the long established, top level search practice of GKR in St James's Square, London. This change signifies stronger links within the Group, together with a broadening of our recruitment activities.

GKR will provide advertised selection and executive search services, together with a combination of the two sourcing techniques, as dictated by the demands of different assignments. We will continue to focus primarily on senior and middle management appointments nationally.



SEARCH & SELECTION

CLAREBELL HOUSE, 6 CORK STREET, LONDON W1X 1PB. TELEPHONE: 071 287 2820

A GKR Group Company

GKR will operate from offices in Bath, Leeds and our new London headquarters at Cork Street.

These recent developments enhance our ability to provide an executive recruitment service of the highest quality to our clients.

We look forward to further growth in 1993 and beyond, and would be interested in speaking to high calibre individuals who can demonstrate a successful track record of winning and completing search and selection assignments in a demanding and professional environment.

If you are interested in learning more about GKR, or in discussing career opportunities within the company, please contact James Hyde, Managing Director, in strictest confidence.

Global Derivatives Broking

Head of Administration

c.£60,000 package

City

The Company, part of a major multinational, specialises in broking futures and options. It serves a global client base including corporations, banks and fund managers. A Senior Manager, reporting to the Managing Director, is now sought to head all administrative aspects of the business. Career development prospects are excellent.

THE APPOINTMENT

- Manage the financial accounting and management reporting functions including forward planning.
- Provide an accurate and cost-effective clearing service.
- Create a strong emphasis on customer service.
- Coordinate tax, treasury and legal work.

- Coordinate information systems implementation in conjunction with the parent.

THE REQUIREMENTS

- A recognised accountancy qualification, probably a graduate.
- Significant administrative experience within the futures industry.
- Excellent verbal and written communication skills.
- Proven leadership and people management capabilities.
- IT literacy.

Please apply in writing with a full CV and salary details by Friday 5 February 1993 to Geoffrey Mather, K/F Associates, Pepys House, 12 Buckingham Street, London WC2N 6DF.

K/F ASSOCIATES
Selection & Search

Internal Auditor

Banking - a newly created role

City c£40-£50,000 + Banking Benefits

An opportunity has arisen for an experienced chartered accountant to make a major contribution within the London branch of our client, a leading international bank. Continued business growth, underpinned by an innovative, but risk averse corporate philosophy, has created the need to establish a new internal audit function with responsibility for the control and security of operating procedures.

Reporting to the Deputy General Manager and under the direction of senior management, you will be charged with establishing the audit function, ensuring that effective financial and management controls are developed and maintained and reviewing systems and procedures throughout a range of branch operations. A crucial aspect of your role will be to ensure that your recommendations have a practical application within a London branch context. Success in the position is likely to create an opportunity to progress into a wider range of responsibilities.

You are a graduate chartered accountant with a sound knowledge of banking products, gained in either the profession or the financial services sector. It will be helpful if you are familiar with computer based systems, with particular emphasis on controls, and you will ideally have been exposed to an internal audit role within the branch of an overseas bank. A sharp, analytical mind and well-honed communication skills will be essential in establishing professional credibility at all levels and you must demonstrate the energy and flexibility to thrive in a responsible position which requires the antithesis of a desk-bound approach.

Please write in confidence, enclosing full career details, to Tim Knight, quoting reference L7817.

KPMG Selection & Search
2-3 Dorset Rise, Blackheath, London EC4A 3AE

INSOLVENCY MANAGER

Join the experts amongst the specialists

Our Insolvency practice leads the UK market place. Its reputation is based on providing the positive advice and constructive expertise which can save an ailing business. In the search for enterprising solutions our team have all the scope they need to exercise both commercial acumen and intellectual ability.

As a Manager based at our Croydon office, you will join a team which has rapidly established the largest share of the insolvency market in the South East. As well as managing a quality caseload, with autonomy, you must provide guidance and leadership to a young ambitious team. Business development and the building of strong relationships with professional contacts and clients is very much a feature of this role.

You must be JIEB qualified, or committed to completing JIEB examinations. You are likely to be

at a relatively early stage in your career, ambitious and have demonstrated senior management potential. Your technical expertise should be matched by your ability to deliver solutions.

The rewards include a salary and benefits package which befits the challenge. So if you believe you can add to a team which is already making substantial progress, please send your cv to: Vicki Frush, Coopers & Lybrand, Melrose House, 42 Dingwall Road, Croydon CR0 2NE. Or telephone 081 681 5252 for an application form.

Coopers & Lybrand Solutions for Business

GROUP TREASURER & DEPUTY FINANCE DIRECTOR

Northern Home Counties

c. £60,000 + Car + Excellent Benefits

A major IT Systems Integration company with a strong presence in the United Kingdom market and extensive worldwide activities, is looking for a top Executive to lead its international treasury function and act as the number two in the Finance Division, to play a major role in the success and profit growth of the Group.

Emphasis will be upon cash generation for a large leasing portfolio, including major public and private sector customers, pro-active interface with its own divisional business units and, naturally, with banks and money markets.

Treasury and General financial experience is essential along with appropriate Accountancy qualifications and preferably ACT but, more importantly, the skills and qualities to manage change, to drive the business, create a decisive and forceful impression and relish the challenge. Probable age range 35-45.

The salary is negotiable according to experience and current situation. A fully expensed car will be provided along with other benefits and relocation costs met. Please write with full career details to Tony Burden at the address below:

Randle Cooke and Associates

International Recruitment Consultants

100 Victoria Road, 10th Floor, London SW1V 4PL Tel: 071 923 0777 Fax: 071 923 0778

Tax Manager

Glasgow

to £38,000 + Substantial Benefits

Our client is a major Scottish Life Office which is an important part of one of the UK's leading financial institutions. Growth through the development of new business initiatives, combined with reorganisation within the finance function has created an excellent opportunity for an experienced Tax Manager.

Reporting directly to the General Manager Finance with a strong functional responsibility to the Group Taxation Manager, the role will encompass all aspects of taxation with a particular emphasis on tax planning in the life assurance environment. As a key member of the

financial management team, you will promote greater awareness of taxation issues throughout the organisation.

The successful candidate is likely to be a graduate chartered accountant, in their early 30s, with substantial life industry experience. In addition to highly developed technical skills, candidates must also demonstrate strong leadership qualities and an innovative approach to problem solving.

Interested candidates should contact Deborah S. Lochhead at Michael Page Finance, 150 West George Street, Glasgow G2 2HG.

MP Michael Page Finance
Specialists in Financial Recruitment

London Bristol Windsor St Albans Leamington Spa Birmingham Nottingham Manchester Leeds Glasgow & Worldwide

Jardine Matheson Group

Group Audit Controller

Risk Management within a multi-national group
Substantial Package - Hong Kong

Founded in the 19th century, Jardine Matheson is one of the most respected names - not only in the Far East, but also worldwide. Its global trading operations span some 30 territories including Asia, USA, UK and Europe. Employing over 130,000 people worldwide, turnover exceeds US\$8 billion.

Rarely do opportunities at such a senior level arise in prestigious organisations of this nature. Equally it is unusual to come across a position offering such challenges and potential for further progression.

Based in Hong Kong, you will be reporting to the Board on the existence and effectiveness of the group's key systems of internal control. The ability to critically evaluate risks and develop a top down approach to enhance our control and compliance functions is a pre-requisite. Working with the directors and management of our principal business units you will facilitate the continued development of management and control systems to support the group's continuing success.

To qualify for this position you will have had significant

experience as a successful Audit Partner in a major accounting firm, or as Head or Deputy Head of Internal Audit in a major multi-national organisation. Unless you have reached these levels, you are unlikely to have the required breadth of knowledge and experience we seek. Reflecting the longer term opportunities and the potential for personal growth, you are also likely to be under 40.

This is a unique opportunity for a dynamic accountant to move directly into a senior corporate management position. Unless you have the confidence and ability to progress within our organisation beyond this role, you are not the person we seek.

Your remuneration package will fully reflect the importance of this position. Full expatriate benefits will also be provided.

If you have the requisite qualifications, please send your full CV to JG Curtis at our London based subsidiary, Matheson & Co. Ltd., Jardine House, 6 Crutched Friars, London EC4N 2HT. Telephone: 071-528 4386.

Dairy Farm

H

Jardines

MATTHEW JARDINE

Jardine Fleming

"just another dull, boring accountancy role"

FINANCE MANAGER

No chance! Working for one of the best regarded and highest profile airlines in the business could never be called either dull or boring - in fact quite the reverse. In such a complex and sometimes unpredictable industry, finance has a vital part to play. Not only by maintaining an up-to-the minute and accurate picture of current and projected financial performance, but also through its ability to provide senior management with quick and effective responses on the financial implications when critical business decisions are made.

As Finance Manager your role will be to supervise and direct both the Management Accounts Department and the Financial Accounts Department within the organisation. Reporting directly to the Financial Controller, who in turn reports to the F.D., you will be responsible for an overall team of twenty five.

The job will involve most of the responsibilities you would anticipate from such a role, such as ensuring accurate and timely production of both statutory and management accounts, company budgets and forecasts, taxation matters, management reporting and a myriad of day-to-day routine

matters involving contact with departmental managers and directors across the business.

You should be a young, qualified accountant - preferably ACA - with additionally at least three years' experience in a commercial organisation outside of the profession. Ideally we would seek candidates from a service oriented business background where speed of action and flexibility are important measures of performance. Previous experience of team leadership (and we don't just mean audit teams) is a must.

This is a tough, demanding, "hands-on" environment, so you'll need to be assertive and strong enough to cope, with a willingness to "muck-in" when necessary. Equally, however, your managerial skills should enable you to effectively coach, counsel and motivate your teams when necessary. So a clear-headed and mature approach to life and its problems would be a definite plus!

Candidates should apply by initially sending a current Curriculum Vitae in total confidence to our advising consultant Ron Irving, Managing Director of The Hamilton Irving Consultancy at No 6 Baron's Gate, Roehampton Road, Chislewick, London W4 5HT.

c. £32K
+ Car
+ Great
Benefits

West Sussex

Virgin atlantic

Challenging appointment for an outstanding manager of people and resources in a volume manufacturing environment.

FINANCE DIRECTOR

Attractive Salary + Car + Benefits Package

Midlands

Our client is a major subsidiary of one of the UK's leading technology groups, providing a comprehensive and innovative range of Business Systems to an impressive client base.

As part of an exciting new strategy aimed at refining the product mix and building on their first rate customer service, this appointment presents an outstanding opportunity for an experienced Finance Director to make a vital contribution to the future success of the business.

Reporting to the Managing Director the principal responsibilities include:

- * The implementation and development of comprehensive management information, budgetary and financial control systems.
- * Provision of detailed financial analysis with a focus on business performance by product group.
- * Provision of commercial guidance to the board.

Candidates, ideally graduate Chartered Accountants (CMA's), aged 35-40, will be computer literate with highly developed financial control and reporting skills. These will probably have been gained within a medium-sized volume manufacturing environment and will be combined with a strong commercial orientation. Leadership and problem-solving abilities, coupled with a high level of motivation and proven team-management skills, are the critical personality factors that will ensure your success.

In recognition of your commitment and career achievements to date the Company offers a first rate salary and benefits package and the opportunity to hone your skills within a professional and entrepreneurial team.

Applicants, both male and female, should apply in writing with full career details to Fiona Kelly, Mercuri Urval, Spencer House, 29 Grove Hill Road, Harrow, Middlesex HA1 3RN. Fax No. 081-861 1978, quoting reference FK/01/93.

Mercuri Urval

Financial Accounting Manager

Hants/Surrey
c£35,000 + car

Our client is a leading European systems engineering, consultancy, and software company, part of a major International Group. This appointment, working in a new senior management team, is to strengthen the accounting function, as the Company grows to meet increasing orders.

The key responsibilities of the role are:

- * strengthening the integrity of financial accounting
- * ensuring on time, "no surprises", reporting
- * introducing a new management information system
- * managing and developing the department's staff

Candidates, male or female, should be qualified accountants aged 28 - 35, with a proven financial accounting record, in a project orientated environment. This is a rare opportunity for an ambitious younger executive, to join a Major Group, where the career opportunities are excellent and the remuneration includes a very full benefits package.

Please reply in confidence, with a full CV, including salary details, to David Thompson Associates, Bacombe Rise, Ellesborough Road, Wendover, Bucks HP22 6EL, who are assisting with this appointment.

DAVID THOMPSON ASSOCIATES
CONSULTANTS IN EXECUTIVE RECRUITMENT

To £50,000 + bonus/benefits **Retailing** **North East**

Finance Director

To join the Board of a profitable £40 million retailing group, a major subsidiary of a successful UK Plc. Real scope to enhance financial controls and computer systems to improve management information for the current department stores and prime out-of-town retailing activities. Participation in developing the growth strategy for the future, as a key member of a new management team.

THE ROLE

- Responsible to the newly appointed MD for the provision of accurate, timely management information to improve control, decision-making and working capital management.
- Up-grading accounting and MIS systems. Forging close links with operating management and developing the central accounting team.
- Influential contribution to future strategy including organic and acquisitive growth.

THE QUALIFICATIONS

- 35-45 year old, qualified accountant with proven record of success in the retail or service sector. Experienced in implementation of accounting and MIS systems.
- Superb manager and motivator, committed to staff training and development.
- Commercial focus with maturity and stature to gain respect across the business. A long-term team player.

London 071 973 8484
Manchester 061 437 0375

Selector Europe
A Spencer Stuart Company

Please reply, enclosing full details, to:
Selector Europe, Ref. F20490131,
16 Connaught Place,
London W2 2ED

Nuffield Hospitals

Management Accountant

c.£35,000 + Car + Benefits **Surbiton**

Key role in a leading private hospital group committed to the provision of first class service and facilities. With 32 hospitals and a turnover of over £100m per annum, Nuffield Hospitals is an acknowledged leader in patient care.

THE POSITION

- ◆ Head of management accounting function. Report to Director of Finance.
- ◆ Control small team at head office. Work closely with regional and hospital management.
- ◆ Consolidate financial and statistical data. Analyse and comment on performance.
- ◆ Develop financial reporting systems. Contribute to overall financial control and strategy of the group.

QUALIFICATIONS

- ◆ Graduate, qualified accountant, aged 30-40, with significant experience of group reporting in a multi-site operation.
- ◆ IT literate. Able to develop, interpret and define the needs of a sophisticated data gathering and reporting system.
- ◆ Analytical mind with imagination and strategic approach. Excellent communicator and presenter. Credible at all levels.

Please write, enclosing full cv, Ref M020
54 Jermyn Street, London SW1Y 6JX

NBS SELECTION LTD
a Norman Broadbent International
associated company

London 071 493 6392
Bristol 0272 291142 • Glasgow 041 284 484
Aberdeen 0224 638980 • Slough 0753 81927
Birmingham 021 223 4656 • Manchester 0625 59955

Finance Manager – Manufacturing Gloucestershire **c£30K + Car + Benefits**

Rank Xerox – The Document Company is the world leader in document processing business systems. The Mitcheldean site, one of four European manufacturing units, concentrates upon the production of reprographic and electronic equipment.

The Company has recently organised itself into strategic business centres and an experienced, professional, Finance Manager is sought to join the Control function to work closely with the Reprographics Business Centre (RBC) Manager and his team. The RBC is responsible for the assembly and remanufacture of a comprehensive range of copiers, and printing systems and is the largest of the Business Centres at Mitcheldean.

Key Responsibilities will include:

- Identification of new initiatives to enhance profitability
- Compilation of annual plans
- Development of standard and product costing systems

- Management of a small team of part qualified business analysts
- Commercial interaction with management at all levels within the Business Centre and Group Staffs in the UK and USA.

The successful candidate will be a qualified accountant (ACA or CIMA) with experience in both Financial and Management Accounting in a profit orientated environment.

Significant experience of manufacturing industry is essential, as are the personal qualities expected in a multinational organisation. You will have the potential to grow to more senior positions in the organisation – not necessarily in a finance role. Promotional prospects are excellent based on the ability to perform. Some international travel will be necessary.

Please write, enclosing full details to:
K.R.V. Laken, Rank Xerox Ltd,
Bldg 7/2, Mitcheldean,
Gloucestershire GL17 0DD.

THE EUROPEAN QUALITY AWARD 1992

We only discriminate on ability

DEXTER

European Finance Director

£ Negotiable

Deeside, Clwyd

Dexter Packaging Products Division is a manufacturer of speciality coating materials for use in the packaging industry with production facilities in Lyon and Deeside. Part of the Dexter Corporation USA, (a Fortune 500 company), they are the second largest supplier of can coatings in the world.

As a result of internal promotion, they seek to appoint a European Finance Director. Reporting directly to the European Vice President, you will assume responsibility for all financial and management reporting including statutory/legal compliance, treasury management and the further development of management information systems. In addition you will be responsible for the pan-European purchasing and freight operations.

Candidates, aged 33-45, will be qualified accountants who can demonstrate a thorough understanding of accounting controls and of international standards combined with a keen commercial awareness and well developed communication skills. A language ability in French or German would be an advantage though not essential.

Interested applicants should forward a comprehensive curriculum vitae quoting ref: 14766, to Stephen Banks ACMA, Regional Director, at Michael Page Finance, Clarendon House, 81 Mosley Street, Manchester M2 3LQ.

Michael Page Finance
Specialists in Financial Recruitment
London Bristol Windsor St Albans Leatherhead Birmingham
Nottingham Manchester Leeds Glasgow & Worldwide

Grant Thornton
Chartered Accountants

Corporate Finance Opportunities

North West **£ Excellent**

The North West Corporate Finance team has distinguished itself through the provision of quality strategic and advisory services, resulting in considerable expansion. The dynamic and innovative approach of the partners, Stephen Baker and Amin Amiri, has secured major assignments placing the team in a prominent position.

In order to capitalise on this position and to further develop their services, they wish to make two senior appointments.

SENIOR MANAGER AND MANAGER

The ideal candidates will have at least four and two years corporate finance experience respectively, which is likely to include advising on all aspects of buy-outs/ins, fundraising, corporate strategy, acquisitions and disposals. Prerequisites include a desire to succeed, a creative and commercial approach and receptiveness to new ideas. Candidates should have a successful personal track record and be able to add value to the team.

In return you will become part of one of the most successful corporate finance teams in the North West with unrivalled opportunities for further development and reward.

Interested applicants should send a full curriculum vitae to Stuart Frost at Michael Page Finance,

Michael Page Finance
Specialists in Financial Recruitment
London Bristol Windsor St Albans Leatherhead Birmingham
Nottingham Manchester Leeds Glasgow & Worldwide

Clarendon House, 81 Mosley Street,
Manchester M2 3LQ.
Please quote ref M14767.

UCI
A General/Universal Company

International Finance Director

Manchester **c £35,000 + Bonus + Car**

Since its creation in 1985, United Cinemas International, a subsidiary of Paramount and Universal, has grown rapidly to become the UK market leader in the development and operation of multiplex cinemas. The Group has established an international presence and has significant plans to expand its operations in Europe.

As a result of the relocation of the Group Finance Department to Manchester in April 1993, they seek to appoint an International Finance Director. Reporting to the Chief Financial Officer you will be responsible for group financial and management information including monthly reporting, quarterly forecasting and statutory accounting. The position involves extensive liaison with the US parent companies and UCI's operating subsidiaries around the world.

Candidates, aged 28-33, are likely to be Chartered Accountants who can demonstrate strong technical ability combined with a high degree of commercial awareness. Well developed interpersonal skills and a proactive approach are essential to make an important contribution to the future success of the business.

Interested applicants should forward a comprehensive curriculum vitae quoting ref: 14761, to Stephen K Banks ACMA at Michael Page Finance, Clarendon House, 81 Mosley Street, Manchester M2 3LQ.

Michael Page Finance
Specialists in Financial Recruitment
London Bristol Windsor St Albans Leatherhead Birmingham
Nottingham Manchester Leeds Glasgow & Worldwide

Topmark Vehicle Contracts Ltd, a member of the Southern Water Group of Companies, is a substantial commercial vehicle contract hire company, with a fleet of over 2,100 units.

A realistic expansion programme will ensure that the Company continues to build on an already impressive record of profitable achievement in this highly competitive sector. Topmark's success is built upon a very high level of customer service which is paramount.

Financial Controller

For the South West Region

This key role, reporting to the MD, is wide ranging as you will control the complete financial and administrative functions to ensure profitable development. Involvement in operational decision making and business management will include overall responsibility for Purchasing, T.O.M. and B.S. 5750. Consequently the appointment demands a qualified accountant with good interpersonal skills and considerable, varied experience, gained ideally within the vehicle leasing or a similar financially orientated service industry. The successful candidate will have the necessary business acumen to warrant further progression within the Company.

Please forward your CV, together with current salary details, to David Batty, Director of Personnel, Southern Water plc, Southern House, Yeoman Road, Worthing, West Sussex BN13 3WJ. Please quote reference FT.

Topmark
Vehicle Contracts Limited

Topmark is a member of Southern Water plc group of companies

The Top Opportunities Section

appears every Wednesday

For advertising information call:

Clare Peasnell
071 873 4027

Elizabeth Arthur
071 873 3694

Price Waterhouse
EXECUTIVE SEARCH & SELECTION

Head of Accounting Services

Up to £50,000 package Hemel Hempstead

The Department of the Environment's Accounts Division handles transactions of over £50m per annum and has an operating budget of over £2m.

Reporting to the Director of Administrative Resources, the Head of Accounting Services will take responsibility for the Department's receipts, payments and Vote Accounts and also for the development, procurement and implementation of a major new accounting system for the Department.

To fulfil this demanding role, you will probably have either a professional accountancy qualification or extensive experience of Government accounting. You will be able to demonstrate a good track record in managing a demanding and time critical operation, where there is immediate and major accountability for delivering a high profile capability. You will also be able to provide excellent managerial skills, determination and strong leadership.

The position is based in Hemel Hempstead but will require frequent travel to central London. The role is offered on a 4 year contract which may be extendable.

A remuneration package of up to £50k is offered (inclusive of performance related pay); more may be payable for an exceptionally qualified candidate.

If you would like to find out more about this opportunity or request an information pack, please telephone Heather Thomas on 071 939 6315. Applications should be returned to her by 12 February 1993, quoting reference number F/1322/FT at the address below.

The Department is an Equal Opportunities Employer.
Executive Search & Selection
Price Waterhouse
Milton Gate
1 Moor Lane
London EC2Y 9PB

هكذا من الأصل

CD1 VAT SENIOR MANAGER
North East
Experienced VAT Consultant required to set up new departments within international Finance. Responsibilities will include problem solving for Acquisitions, Disposals and Liquidations.
CD2 CORP TAX INR MANAGER
Tyneside
Big 6 practice requires ACA/ATT with at least 4 years corporate tax experience to advise major multinational organisations on all corporate tax matters.
CD3 AUDIT SENIOR/SUPERVISOR
Edinburgh
Recently qualified ACA required by large city practice to supervise a portfolio of major clients including PLC's.

CD4 PERSONAL TAX MANAGER
Newcastle
ACA/ATT required by major practice to head up expanding department. Duties will include managing an extensive portfolio of Personal Tax clients involving both compliance and planning work.
CD5 INSOLVENCY-ASST MANAGER
Thames Valley
CIS-20K + Car + Relat
A number of major multi-branch practices seek experienced ACAs or Insolvency holders to take Managerial and Business Development responsibilities.
CD6 CORPORATE AUDIT
Purvis
Major International Service Company currently requires newly qualified ACA to fulfil International Audit role. Must have reasonable fluency in German.

ACCOUNTING & TAX
TOP CAREER OPPORTUNITIES
NORTH OF WATFORD
FOR FURTHER INFORMATION CONTACT
CHRIS DICKSON or DAVID CHEYNE
SEARCH
Recruitment & Selection
1A HILL ST, EDINBURGH EH2 3JP.
TEL: 031-226 4444 • FAX: 031-226 4445

DC1 CORP TAX PARTNER DESIGNATE
West of Scotland
Midland based firm seeks high calibre Corporate Tax Manager for Partner Designate role. Full partnership available within 2 years. No equity required.
DC2 TAX SENIOR/SUPERVISOR
West of Scotland
MBO based Practice seeks Senior Supervisor to be involved in tax planning for a variety of clients. Full training and support given.
DC3 AUDIT SENIOR
Aberdeen
A new opportunity exists for newly qualified ACA to become involved in client development for a range of medium sized businesses with well established practice.

DC4 AUDIT MANAGER
Glasgow
Manager's role in medium sized practice has expanded to incorporate business development and training. Partnership anticipated within 3 years.
DC5 EX-PATRIOT TAX
Scotland
We currently hold several vacancies for expat tax staff from Asia/Pacific to Senior Managers in Glasgow, Edinburgh and Aberdeen.
DC6 INTERNATIONAL AUDIT
New York
A superb opportunity exists for newly/ recently qualified ACA within global firm. Working in North and South America, Australia and the Far East.

Accounting is only half the equation

Banking Services Manager

As Banking Services Manager at Sony, you'll need more than just accounting skills as you'll be helping to further sharpen the customer focus of the treasury function - a challenge that calls for excellent communication skills, the ability to lead and motivate others and maintain high levels of customer satisfaction.

Reporting to the General Manager Treasury and Taxation, you will manage an established team of 11 staff whose responsibilities range from accounts payable and cashiers to payroll and cash forecasting. Here you will maintain the highest level of accounting rigour and accuracy and ensure that suppliers and internal customers receive excellent service at all times.

In addition, you'll be involved in the ongoing enhancement of Sony's capability in three operational areas - namely, long term cashflow forecasting, foreign currency

management, and the effective use of treasury information for management purposes.

A qualified accountant, you must have at least 3 years' experience in a commercial organisation. Sound man-management experience, together with a good working knowledge of the money market and a practical understanding of personal taxation issues are essential.

The rewards include a salary of up to £30,000, (dependent on experience), a company car, and excellent benefits package. To apply, please send a full CV to Louise Sapio, Sony (UK) Ltd, Sony House, South Street, Staines, Middlesex TW18 4PF and tell us in no more than 250 words why you believe a focus on customer satisfaction is important in a finance environment.

Please quote reference 229. Closing date for applications Friday 22nd January 1993.

SONY.

SENIOR MANAGEMENT ACCOUNTANT

c.£30,000 + benefits London, W1

English Heritage is England's main national body responsible for heritage conservation. We secure the preservation of the country's architectural and archaeological heritage, and promote public enjoyment and knowledge of this through the management of more than 350 properties.

Currently we are looking for a qualified Accountant (CCAB), to head up the Management Accounting team at our offices in Seville Row. You will be responsible for the preparation, presentation and interpretation of budgets, financial input to the corporate plan, management accounts and associated reports. You will also represent the department at formal meetings, provide briefings to directors, and financial training for budget and line managers.

In addition to a successful track record, the ideal candidate will have excellent interpersonal and communication skills, complemented by a familiarity with computer systems and proven analytical ability.

In return, we can offer a highly competitive salary together with an excellent package of benefits including non-contributory pension scheme and life cover.

To apply, please send a summary of your CV together with a brief covering letter, quoting ref. R/193, to: Joanne Gaskin, Personnel Department, English Heritage, Bond Street House, 14 Clifford Street, London W1X 1RB. Telephone: 071-973 3880.

Closing date: 28th January, 1993. Interviews will be held in London in February.

English Heritage is committed to an equal opportunities policy.

English Heritage

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Our client is a highly successful UK company achieving a multi-million pound turnover. Having recently undertaken a re-assessment of its business divisions they are looking to develop an enhanced and highly motivated audit team to play a major role in the management and control of the newly structured organisation.

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The successful candidates will report to a senior management team and should possess a high level of business acumen, strong personalities and the ability to communicate effectively at all levels.

The company operates a policy of equal opportunities.

In the first instance please forward a Curriculum Vitae including salary details and quoting reference number HC295 to Hunter Campbell, 1 Prince of Wales Passage, 117 Hampstead Road, London NW1 3EE. All applications will be treated in the strictest of confidence.

Hunter Campbell

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The Group consists of a number of subsidiary companies, each with its own managerial control, including Managing Director and Accountant. The Financial Director will be appointed to the main board after a period of time. He will have a strong hands-on approach and be responsible for co-ordinating the activities of the various company accountants.

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Applications with a detailed C.V. should be forwarded to: Box A668, Financial Times, One Southwark Bridge, London SE1 9HL.

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St James's Park London SW1

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For further details please contact our consultant, Jane Crosthwaite, on 071 581 2977 or fax 071 581 1766. No. 2, Cromwell Place, London, SW7 2JE.

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RH&H Consult is seeking two well-qualified experienced candidates to provide assistance in the elaboration of legislation in the areas of accounting and auditing in Ukraine. Both should have good knowledge of accounting laws, implementation and practices in the EC and its member states. Experience in the drafting of accounting and auditing legislation would be an asset.

EC or Eastern European/Former USSR nationals only. Only successful candidates will be contacted. Please urgently and not later than 25 January fax detailed CV with: Lara Japson.

RH&H CONSULT

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Bredovvej 2, DK-2830 Virum, Fax +45 45 83 13 05
RH&H Consult is a major Danish consulting company. Activities include assistance to financial sector, privatisation and investment promotion in former centrally-planned countries.

UNIVERSITY OF WARWICK FINANCE OFFICER

Applications are invited for the post of Finance Officer, which will fall vacant from the Summer 1993 on the retirement of Mr C Brummitt. The post carries responsibility for all financial management and accounting in the University and a proven record of ability in these areas at a senior level is a requirement. A degree or professional qualification would be an advantage.

Salary will be at an appropriate point in the Grade 6 (professional) range, but will be not less than £40k.

Application forms (returnable by 5 February 1993) and further particulars from the Personnel Office, University of Warwick, Coventry CV4 7AL (telephone 0203 523627) quoting Ref 24/AB/92/77 (please mark clearly on envelope).

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NEW DEVELOPMENT BUDAPEST Financial Controller

International Quick Service Restaurant company with offices in Budapest seeks to engage a financial controller, based in Budapest, to join in the future development of the company and franchise system. Candidate qualifications:

- Min 5 years qualification plus International accounting practice experience
- English fluent, German/Hungarian preferred
- Competent knowledge of cash management/cash flow
- Computer literate, knowledge of spreadsheet

Please send CV and salary history to: Box A667, Financial Times, One Southwark Bridge, London SE1 9HL.

SENIOR CLERK - ACCOUNTS DEPT

A major Italian Bank wishes to expand its Accounts Department. The successful candidate should have previous experience in Accountancy. A good knowledge of Italian would prove most useful.

For further details please write to Box A682, Financial Times, One Southwark Bridge, London SE1 9HL.

FINANCE DIRECTOR Nigeria

Our client, an important international holding company, has extensive operations in Nigeria spanning trading and distribution, metal products manufacturing, packaging materials, food processing, brewing, systems consultancy and oilfield services. Significant growth and profitability have been achieved by concentration on businesses with high potential and through expansion both organically and by acquisition. The company has prided itself on its ability to develop and nurture an able management team and promotion has now led to the need to recruit an experienced Finance Director.

This is a demanding role requiring a qualified accountant, around forty, who has already acquired experience in a senior financial position in an international group where strong financial controls and effective management and financial reporting systems are the norm and who, preferably, has worked with one of the major international accounting practices. The incumbent will provide essential financial support to the Group Chief Executive and operating company managements, will oversee the treasury function, will help steer the Group's relations with the banks and will be expected to make a contribution, as a key member of senior management, to the strategic direction of the businesses and the future objectives of the Group. This position, reporting to the Group Chief Executive, will be Lagos based.

The company will offer a very attractive remuneration and benefits package. Applications are invited from high calibre financial specialists, who are Nigerian nationals or of English speaking West African origin, and should be addressed, in confidence, to the Group's advisors:

MADAR

2 The Courtyard, Smith Street, London SW3 4EE.
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Divisional Financial Controller

Quoted PLC - Chemicals North West c.£40,000 + Bonus + Car

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QUALIFICATIONS

- Intelligent, pro-active, qualified accountant of graduate calibre aged probably mid 30s to 40s.
- First class technical skills preferably gained with a major profit orientated, multi-national group ideally operating in the Chemical or Pharmaceutical industries.
- 'Hands-on' accountant who is highly motivated with strong leadership and team-management abilities.
- In-depth knowledge of financial controls and disciplines and reporting to tight deadlines.
- Skilled in computerised systems development and enhancement.
- Confident and assured personality supported by a high level of integrity.

If you are interested, please send your CV, in confidence, quoting reference number 1030, to Adamson & Partners Ltd, 10 Lisbon Square, Leeds LS1 4LY. Tel 0532 451212 Fax 0532 420802.

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Executive Search and Selection

EDP AUDITOR

We are a leading Arab financial institution with diverse business locations around the globe.

We seek to recruit a suitably qualified EDP Auditor who should be willing to travel to each of the locations and to be able to work in a multi-cultural environment. The job itself is based in Bahrain but the travel content overall is expected to be around 50%.

The ideal candidate will, be a qualified accountant (ACA, ACCA) preferred age 30-35, who has had EDP audit training within one of the large firms of accountants with a bias toward the financial services sector. He/She must have excellent communication skills both written and oral and be prepared to train a local national in all aspects of EDP audit.

For the right candidate we offer an attractive tax free salary, free furnished accommodation, medical coverage and other benefits usually associated with an expatriate posting.

Interested candidates should send their detailed resumé to: Box A681, Financial Times, One Southwark Bridge, London SE1 9HL.

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Our clients are an autonomous subsidiary of a large diverse British Group. They were established a few years ago to exploit an emerging market, providing a range of services to industrial/commercial customers. The growth to date has been impressive but they see potential for substantial further expansion. The management structure is being strengthened to accommodate this expansion and this new appointment is part of that process. The job carries responsibility for a small department operating computer-based systems but an important aspect will be to maintain a proper balance between these resources and the changing demands on the finance function. The person appointed must, therefore, combine a hands-on approach with a broad commercial outlook that will enable him/her to play a full part in the development of the company. Applicants must be qualified accountants with experience in an operational environment that has involved the management of change. Age indicator - early 30's.

Ref: 1736/FT. Send CV (with current salary and day time telephone number) or write or phone for an application form to R A Phillips ACIS, FCII, 2-5 Old Bond Street, London W1X 3TB.

Tel: (071) 493 0156. (24 hours).

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The Finance Manager will take over responsibility for the existing accounting function as well as responsibility for financial planning and strategy. The position will also have responsibility for the development of information technology systems and certain aspects of personnel development.

The ideal candidate would be a Chartered Accountant with experience of financial planning for rapidly growing companies and the ability to apply a broad business perspective to financial decisions. A degree in a technical subject or a knowledge of the electronics industry would also be of assistance.

Please send C.V. to Box A669, Financial Times,
1 Southwark Bridge, London SE1 9HL

KICK Sportswear Accountant

£30K

We are one of the leading companies in the licensed sportswear industry in the UK and are expanding into Europe. Our turnover this year will be in excess of £10m.

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The suitable applicant will have the following attributes:
Please reply with full details of your experience in the above areas together with full CV to Sarah Dunster at:

Kick Sportswear, Unit 2, St Georges Ind Est,
Kingston Upon Thames KT2 5BQ

Director Of Finance

North West

c £30,000, Bonus, Car, Benefits

After another year of significant growth my client, the autonomous UK subsidiary of an international leader in its niche FMCG marketplace, wishes to maintain the strength of its senior management team by appointing an energetic, ambitious Director of Finance, following the promotion of the current postholder. With a turnover of £25m and a staff of 250 employed at three sites, the company has established itself as one of the most profitable in the group and is committed to further increasing its substantial market share. Reporting to the Managing Director, the primary responsibilities will be to further develop the services supporting operational activities and contributing to the achievement of the long term business objectives. Probably aged mid-thirties and professionally qualified, you will demonstrate a successful track record of leadership and management in a dynamic and challenging FMCG environment.

If you feel you have the self-motivation, ambition and enthusiasm and relish the thought of further career advancement please send your CV to Mr. J.H. Thompson, Hoggett Bowers plc, 1 Duff Road, Fulwood, PRESTON, PR2 4JJ, quoting Ref. M27007/FT.

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The successful candidate will report to the Divisional Managing Director with functional reporting to the Financial Director and will be responsible for all financial management activities within the Division from providing leadership and guidance to operating company accounting staff through to the monthly consolidation of results and management reporting. The role will have some international content with overseas contracts and a company in Europe. Candidates, preferably aged 32-42, will be qualified Accountants and must have Financial Management experience in the construction industry. Exposure to systems development would be an advantage as would a second European language.

Apply in confidence by sending a detailed CV quoting reference number 854 to: Staniforth-Endsors & Partners Limited, 3 The Courtyard, Ashley Road, Hale, Cheshire WA14 3NG. Telephone: 061 929 1481. Fax: 061 929 8098.

STANIFORTH-ENDSORS & Partners Ltd

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Our client is a leading firm of solicitors which provides a wide range of legal services, based principally on corporate, litigation and property work.

Central to the firm's development is the appointment of a financially orientated Practice Manager who will take responsibility for the effective management of the accounts and administration functions throughout the organisation. The successful candidate will also be a member of the Management Committee.

Reporting to the Managing Partner, you will be a qualified accountant, ideally with experience of managing the accounts and administration functions in a dynamic and professional environment. This experience will be supported by evidence of computer systems knowledge and the strong financial and analytical skills necessary to run a growing business.

In the first instance, please send your CV to Ann Heather or Chris Denington at International House, 7 High Street, Ealing, London W5 5DB. Alternatively, call them on 081 568 5800.

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Morgan Grenfell, the London-based international merchant banking and investment management group, is one of the City's leading financial institutions.

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- UK Capital Gains Tax planning
- Structuring transactions and some international tax planning.

The tax team is located within the Corporate Finance Division and the majority of advice is given alongside members of this division involved in mergers and acquisitions and other potential transactions, but support is also provided

to other parts of the Morgan Grenfell Group. There are no compliance responsibilities.

The successful candidate will be required to advise corporate finance colleagues and clients, often at a very senior level, as well as consulting with their professional advisers. There is an emphasis on creativity and problem-solving. Applications are invited from first-rate ACAs or Solicitors from City firms with an international clientele who have gained strong corporate tax experience. Of equal importance is the ability to communicate effectively and to act commercially.

BLT

Interested candidates should send a full CV to Mike Beament or Tony Jackson at the address below. Alternatively call them on 071 353 5606 during office hours or 081 548 2526/071 353 2132 evenings/weekends.

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Due to internal promotion, the need has now arisen to appoint an outstanding individual to join the regional audit team based in Brussels. Activity extends beyond Europe to the Middle East and Latin America and encompasses over 90 manufacturing and distribution units with combined revenues in excess of \$4.5 billion. Reporting to the Regional Audit Manager, you will be responsible for supervising professionals in the conduct of financial and operational audits as well as assisting in the management of the European regional office including budgeting, training and recruiting.

A graduate Chartered Accountant, probably between 30 and 35 years of age, you must have a minimum of five years' post qualification experience, preferably including some line management exposure. You must be comfortable communicating at the highest management levels, both in English and at least one other European language.

You must be willing to travel (40% content) and be actively interested in pursuing a post-audit career which may not initially be UK based. Promotion will be rapid and the rewards outstanding for those candidates who can combine an international spirit with a highly developed commercial, results-orientated nature.

Interested applicants should write to Rod Bailey enclosing a detailed CV at Nicholson International, Search and Selection Consultants, Africa House, 64/78 Kingsway, London WC2B 6AH, quoting reference number 9721 or fax your details on 071-404 8128, or telephone 071-404 5501 for an initial discussion.

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THE PROPERTY MARKET

The final curtain call

Sir Christopher Benson, the outgoing chairman of MEPC, Britain's second largest property group, does not view next week's annual general meeting with his usual equanimity.

He is bracing himself for a possible intervention at the behest of Mr Harry Hyams, the reclusive post-war developer of Centre Point in London who is one of MEPC's most critical shareholders. "I would be surprised if Harry Hyams did not orchestrate something," says Sir Christopher.

A year ago four associates of Mr Hyams, owner of 6.6 per cent of MEPC, challenged the payment of an increased dividend. Sir Christopher has few doubts about the strength of Mr Hyams' feelings. Shortly before last year's agm, Mr Hyams set out his thoughts on MEPC's philosophy and management style in a 40-minute telephone conversation with Sir Christopher which the MEPC boss describes as "very critical and passionate".

In the exchange, Mr Hyams said he was "incredulous" that Sir Christopher had the gall to describe MEPC's 1991 results as creditable. MEPC's pre-tax profits fell 4.3 per cent to £143.3m in 1991.

The differences between Mr Hyams and Sir Christopher date back at least to 1987 when MEPC bought Mr Hyams' company Oldham Estates in a hostile £530m deal.

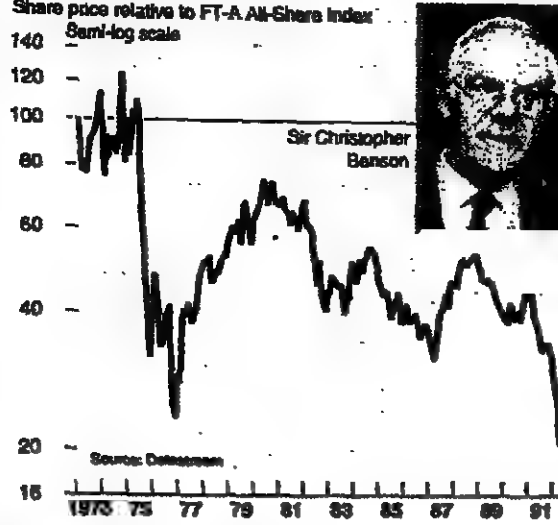
"The wounds have not healed... he is a very bitter man," says Sir Christopher, although he professes to admire his critic.

The substance of the argument between Mr Hyams and Sir Christopher is one of corporate strategy and philosophy rather than personality. Mr Hyams' policy has always been one of ensuring security of income by letting to tenants of undoubted quality. While the value of this strategy has become apparent over the past three years, it is sometimes dubbed as an uncreative, "rent-collecting" approach. Indeed, Mr Hyams' refusal to take a more aggressive strategy in the redevelopment of his portfolio paved the way for MEPC's takeover of Oldham Estates.

MEPC, by contrast, believes in trying to add value to its buildings. "We want to take a building and do something to

Vanessa Houlder on MEPC's outgoing chairman

MEPC: ups and downs over two decades



improve it. If it is not improvable we sell it," says Sir Christopher.

The clash between these two cultures became apparent in MEPC's sale last year of a 1980s Croydon office building that was let to the government. MEPC sold it because it thought that the building had no prospects for rental growth and the company wished to contain its borrowing. Mr

In the late 1970s, the company decided to expand its US portfolio, a decision which led to heavy losses when the Texas real estate market slumped in the early 1980s. "The timing was exquisitely wrong," admits Sir Christopher. More recently, MEPC's development programme in the City of London has also come under fire from analysts. "The management's decision to expand in the City was clearly a major

rate and was able to maintain its dividend payment.

Perhaps the most important recent factor in improving MEPC's accident-prone image was the letting of a large part of Alban Gate, the MEPC development straddling London Wall which for a time looked like attracting the label of the City's largest white elephant. Alban Gate's fortunes revived last September when it signed up Chemical Bank as a tenant. The US bank had previously intended to move to Canary Wharf, the insolvent office project in the London docklands.

There is a certain irony in the fact that the recent success of Alban Gate has been at the cost of the docklands: Sir Christopher chaired the London Docklands Development Corporation from 1984 to 1988, a job for which he was awarded a knighthood.

The mid-1980s was a period of rapid expansion for the docklands and Canary Wharf was the region's most ambitious development. The period was also one in which the pace of development in the docklands ran well ahead of the area's infrastructure development and demand from tenants. Despite his deep involvement in the docklands, Sir Christopher views the mid-1980s period with a curious detachment. "I still have some difficulty with the speed of what happened," he says.

Sir Christopher's role at the LDDC prompted some City critics to suggest that he was spreading his time too thinly. Those criticisms and Sir Christopher's readiness to become involved in a host of companies continued after he gave up the managing directorship of MEPC in 1988. He took on the job of executive chairman of MEPC at the same time; this summer he takes his leave, to be succeeded by Lord Blakenham, chairman of Pearson (owner of the Financial Times).

Although Sir Chris is retiring from MEPC, he will remain active in the City. In 1990 he became chairman of the Housing Corporation, the quango which supervises housing associations, and chairman of Boots, the UK chemist. He is also vice-chairman of Sun Alliance, the insurance company where he is tipped to become chairman.

The timing of MEPC's development programme in the City and high exposure to office markets in general were widely criticised

Hyams said the disposal amounted to selling good assets in a weak market for short-term gain.

The difference of opinion over the sale of the Croydon site was not the first time that Sir Christopher has had to defend MEPC's strategy since he joined the board in 1974.

His early years at the company were spent travelling the world persuading banks to back MEPC, which had overextended itself. Much of his time was also taken up troubleshooting in continental Europe and Australia.

strategic error... While MEPC's financial management is very astute, the direction of its property activities seems to be badly flawed," said Salomon Brothers, the US investment house, in 1991.

The timing of MEPC's development programme and high exposure to office markets in general were widely criticised and its share price badly underperformed for much of 1991 and 1992. Towards the end of last year, however, MEPC's shares were re-rated after the company showed that it had sharply reduced its vacancy

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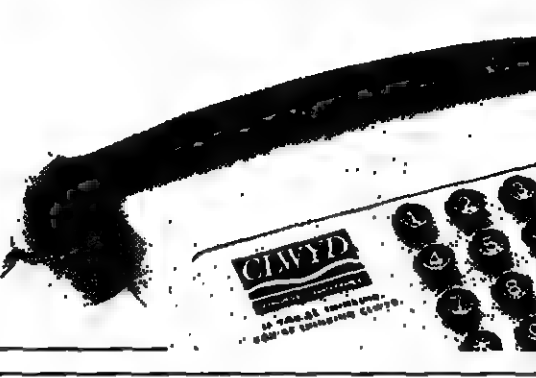
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NOTICE IS HEREBY GIVEN that the creditors of the
above named company are required to submit their claims
to the Liquidator of the company, who is Mr. J. J. Long, of
the City of London, at 10, Abchurch Lane, London EC4N 3DF, or
to the undersigned, Mr. J. J. Long, of the City of London, at
10, Abchurch Lane, London EC4N 3DF, or to the undersigned,
Mr. J. J. Long, of the City of London, at 10, Abchurch Lane,
London EC4N 3DF, or to the undersigned, Mr. J. J. Long, of
the City of London, at 10, Abchurch Lane, London EC4N 3DF,
on or before the 7th day of January 1993, in order that they
may be included in the list of creditors of the company.
Signed 7th day of January 1993
J. J. Long, Liquidator

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COMMODITIES AND AGRICULTURE

Russian contractor likely for Siberian copper project

By Leyla Boulton in Moscow

RUSSIA'S BIGGEST copper deposit, at Udokan in eastern Siberia, is expected to be awarded on Monday to a group of Russian enterprises as part of the government's attempts to help its ailing industrial plants find new business.

Only two companies finally submitted proposals in an international tender to draw up a feasibility study for the project after six large western mining companies dropped out of the race citing either a lack of time to prepare properly or complaining about the content of the copper.

The two remaining contenders were Australia's BHP and the Udokan Mining Company, which is considered the Russian participant in spite of being half-owned by two little known foreign companies.

UMC is backed by a group of Russian industrial plants which want to provide the

equipment for the \$1bn development. It is almost certain to win, given the Russian government's desire to help factories switch from military production to civilian output and a market system.

UMC's lack of experience of a big mining project is being compensated for by advice from Fluor Daniel, the San Francisco-based mining consultancy, which has already submitted a detailed feasibility study for the project.

Under Fluor Daniel's proposals, the project would be financed through a combination of fund-raising by a New York investment bank, copper concentrate sales to China, and export credit guarantees to finance imports of machinery from the West.

Under the terms of a tentative contract, UMC has arranged to sell 200,000 tonnes of concentrate from the mine, once it comes on stream around 1997, to China's

National Non-Ferrous Metals Company. Under the 25-year agreement, China, which is connected to Udokan by the Baikal-Amur Railway, would in turn dispatch the concentrate to smelters which it will build specially to cope with the concentrate's high sulphur content. The resulting copper would then be used within China or re-exported.

In keeping with UMC's original purpose, the bulk of equipment to build the mine and accompanying infrastructure is to be produced by more than a dozen Russian companies plus Belarus, the Belorussian vehicle producer, all grouped in a consortium led by Uralmash, the Ural heavy engineering plant.

The tender committee was due to produce its recommendations on the competing proposals today, leaving the final decision to be taken by the Russian president and government. The winner is expected to be announced on Monday.

Oil prices sheltered from a turbulent week

High output has countered the effects of gales and air strikes, says Deborah Hargreaves

TWO YEARS ago the threat of air strikes against Iraq was driving oil prices to the highest level for years, but the market barely batted an eyelid after this week's raids against Saddam Hussein's missile sites. Even several days' of production disruptions in the North Sea, with severe gales preventing tankers from loading, has failed to lift prices for Brent crude.

The fact that both developments had little or no effect on world prices underlined the weakness of the market, which is primarily a result of over-production by the Organisation of Petroleum Exporting Countries. At the same time, Iraq is banned by United Nations' sanctions from exporting oil and tension between Washington and Baghdad constitutes no short-term threat to oil supplies.

Prices for North Sea Brent crude edged upwards yesterday but traders are not expecting substantial gains. Oil product stocks are high. Oil shows no signs of stanching the flow of oil to the market and demand remains depressed.

Persistently high output has caused prices to slide by about \$1 a barrel from the already low level which ruled at the beginning of the year, and several analysts are forecasting a further decline to \$16 a barrel before the mid-February Opec meeting.

"There is still plenty of oil in



Alirio Parra: he is to tour the Middle East next week

the world, demand is not great and I see no upward pressure on price," said Mr Tom Manning, market analyst at Purvin and Gertz, the Houston-based consultants.

The International Energy Agency, the west's oil monitoring body, expects world demand for oil to rise by just 1 per cent this year, or 600,000 barrels a day to 67.6m b/d. But even this modest pick-up in consumption is not expected to materialise until the second half of the year as world economic activity improves.

Oil companies have built up their stocks of crude oil and products significantly and are not selling them off as quickly as they usually do at this time of year, chiefly because the weather in North America and Europe has not been as cold as

usual. The American Petroleum Institute reported late on Tuesday that US stocks of gasoline had increased by more than 5m barrels in the previous week.

Although some refineries in the US have trimmed production rates, this has not been enough to soak up high product inventories.

By cutting output Opec could throw support under current low oil prices, but the organisation is yet to show much political will for this. Mr Alirio Parra, Venezuela's minister of energy and mines and Opec's current president, is to embark on a tour of the Middle East next week in a bid to build consensus for a cut in production.

He is unlikely to be successful unless prices fall far enough to concentrate producers' minds and many Opec watchers believe prices will have to decline by at least another \$1 a barrel to galvanise member countries into taking action.

Mr Valan Zanyan, senior director of the Petroleum Finance Company, a Washington consultancy, believes the call on Opec oil will fall from around 25m b/d by at least 2m b/d in the second quarter which is in line with Opec's own forecast of 23.5m b/d. "But there is a complicated process at work in cutting output because countries are simultaneously battling for market share," he said.

Opec members have steadfastly ignored November's production agreement, which called for cuts in output to a ceiling of 24.5m b/d, and actual production has totalled over 25m b/d. Big producers are struggling to maximise market share, which improves their clout within the organisation.

Saudi Arabia and Iran hold the key to a production deal as they pump the most oil. But traders at leading international oil companies say they have already booked their oil purchases from the two producers for February and are even buying March oil from Iran.

Saudi Arabia's scheduled sales point to a production rate of 8.4m b/d in February, indicating a slight reduction since the kingdom's share of oil output in the neutral zone - between Saudi Arabia and Kuwait - will be shut in for maintenance work. This implies a slight cut of about 150,000 b/d from January's production.

Iran's sales programme points to a rate of 3.5m to 3.8m b/d - little or no reduction from current levels.

Mr Joe Stanislaw, market watcher at Cambridge Energy Research Associates, has blamed the current tension in the market on a "triangle of contention". This includes Kuwait's rapid production rebound, uncertainty over Iraq's resumption of exports and underlying competition

between Saudi Arabia and Iran over market share, Opec leadership and, ultimately, regional pre-eminence.

The bombing of Iraq will presumably extend the United Nations' ban on Iraqi exports of oil - giving Opec a breathing space on that score. But the governments in Riyadh and Tehran still need to agree on cuts and on a way to curb Kuwait's growing output.

On top of the immediate imperatives, Opec nations are all lifting capacity faster than demand is rising. A report by the Centre for Global Energy Studies in London estimates Opec capacity will rise by 2.7m b/d this year excluding Iraq. The report warns that Opec must exercise restraint if it is to see prices rise.

Falling production from the former Soviet Union has, in the past, given Opec room to manoeuvre on capacity increases. Production from the Commonwealth of Independent States dropped last year to 5m b/d from 10.4m b/d in 1991, according to the IEA. That decline should stabilise slightly this year, but the body still expects output to fall to 8m b/d.

Opec nations are aware of the need to give the market a clear signal that they are prepared to make some production cutbacks in the second quarter. But if prices stabilise at today's levels, the political will to trim output will not be as great. The more prices fall, the more likely Opec is to cut.

Iron ore groups in Australia and Brazil cut prices to EC, Japan

By Bill Hinchberger in Sao Paulo and Kenneth Gooding in London

IRON ORE producers in Brazil and Australia have been forced for the second successive year to cut prices at the end of the annual round of contract talks with steel customers in Europe and Japan.

Companhia Vale do Rio Doce, the Brazilian state-controlled company that is the world's leading exporter of iron ore, has cut the price of its exports to German steel producers by 10 to 12 per cent.

CVRD suggested this would set the pattern for its prices for the rest of Europe - where Germany is the group's biggest customer - and for agreements with Japanese and South Korean steel companies when contracts were renegotiated in April and May.

Following CVRD's lead, Hamersley Iron of Australia, owned by CRA, cut 11 per cent

from the prices of fines ore for delivery to Japanese steel mills and 9 per cent from lump ore.

Robe River, part of North Broken Hill, another Australian natural resources group, agreed a cut of 12.7 per cent with its Japanese customers. CVRD revealed that the German contract contained a price reduction for pellets to \$28 a tonne, down from \$31. High grade sinter material from the Carajas site, will go for \$18.15 per tonne instead of the previous \$20.65 while southern sinter will be priced at \$16.90 a tonne, down from \$19.

A CVRD official noted that the price reductions marked the continuation of a trend dating from last year, when prices fell by 7 per cent for pellets and by nearly 5 per cent for sinter. Lower demand, reflecting the world recession and its manifestations in the steel sector, is primarily responsible for the price falls, which reversed an upward

trend that had started in 1989. Germany consumes about 13 per cent of Brazilian exports, roughly the same as South Korea. Japan is the most important market for CVRD's iron ore.

CVRD's output of iron ore declined last year to 86.8m tonnes, of which 50.4m was exported. In 1991, the company produced 93.6m tonnes, of which 66.8m tonnes was shipped abroad.

Mr Rod Kinkead-Weekes, Hamersley's managing director for sales and marketing said: "Since 1988 the same fine price changes have applied to Australia and Brazil and to have departed from the 11 to 12 per cent price cuts already agreed by the Brazilians in Europe would have compromised our competitiveness." He said Hamersley was likely to ship more iron ore to Japan than in 1992 since Japanese crude steel production was expected to rise slightly.

Trinidad to gain \$60m iron carbide plant

By Canute James in Kingston, Jamaica

A US company is building a \$60m plant in Trinidad to produce iron carbide from iron ore imported from Brazil.

The Nucor Corporation of North Carolina says the plant will produce 320,000 tonnes of

iron carbide per year, and that the material will be exported to the US for use in the company's steel mills.

Construction of the plant will begin in the first quarter of this year, with production scheduled to start in the last quarter of next year. Nucor says the Trinidad plant will be

the first to use the company's patented process to convert iron ore into iron carbide using natural gas.

The iron carbide plant will be fired by locally produced natural gas, and will be located at the Point Lisas industrial complex in south central Trinidad.

Aid pledge to US farmers

By Nancy Dunne in Washington

MR MIKE Espy, the nominee for agriculture secretary in the Clinton administration, yesterday vowed to continue export promotion and subsidies to ensure that US farmers could "compete on a fair and equal basis" with the European Community.

Speaking at his confirmation hearing before the Senate agriculture committee, he pointed to a record of six years in the House of Representatives where he supported programmes to boost US exports. The US, he said, must let its trading partners know "we will not be pushed around".

The tough talk could not but gratify the senators. Mr Espy, the first agriculture secretary from the south, proved equally pleasing with his promise to continue the restructuring and streamlining of the \$62bn-a-year US department of agriculture "from top to bottom". Unlike his predecessor, who was planning to consolidate

field offices, he would begin the reforms in Washington.

In a sometimes impassioned opening statement, Mr Espy promised to support farm income (without saying whether or not he would raise price supports) and the poor and the "dying" small towns of America. "Hungry children don't just exist in Somalia," he said.

He won a rare round of applause from the onlookers. "This may be the best time you'll ever have up here," Senator Robert Dole, the Republican minority leader, warned.

The mood of jocularity evaporated when Mr Espy was asked about irregularities found in the book-keeping of his election campaign for the House of Representatives. "This has caused me the most grief," the nominee said, beginning a halting explanation of how his brother, Tom, had kept his books. Tom was not an accountant but "just a brother," and the Justice Department had cleared him of wrongdoing.

Senator Richard Lugar, an Indiana Republican, seemed to accept the explanation, but admonished the nominee to appoint a strong, skilled administration team, so he could "avoid being blindsided".

It was a day of warnings. Senator Ken Conrad, a North Dakota Democrat, cautioned him that he was entering "a cauldron" of competing interests - involving those who wanted higher domestic prices and those who wanted to raise the volume of exports.

"Mr Espy will come under pressure from those opposed to export-oriented farm policy," Senator Lugar said.

"Policy changes that result in reduced exports, such as higher loan rates, the abandonment of meaningful Gatt discussions or failure to ratify the North American Free Trade Agreement would be a grave error."

As expected, Mr Leland Swenson, president of the National Farmers Union, which is endorsed by Mr Espy, urged higher loan rates.

Rubber suppliers threaten restrictions to lift prices

By Kieran Cooke in Kuala Lumpur

RUBBER producing countries are threatening to restrict supplies if consumer nations are unable to agree on a new international rubber pact.

They may be forced to impose restrictions in an effort to lift prices, the Association of Natural Rubber Producing Countries said at the end of a meeting in Hatyai, Thailand.

The ANRPC groups Indonesia, Malaysia, Sri Lanka, India, Papua New Guinea and Singapore, which together account for about 80 per cent of the world's natural rubber output.

It accuses the consumer countries of delaying attempts to negotiate a new international rubber agreement (INRA). The current pact expires at the end of this year, though it can be extended, by agreement, by up to two years.

Mr Sucharit Promdej, the ANRPC's secretary general, said the ANRPC was preparing

to revive a 1976 price stabilisation agreement between the main producer countries. This would impose production and export restraints and provide financial resources for the operations of the producers' own buffer stock.

Mr Sucharit said producers would meet in Sri Lanka next month to update the rules of the 1976 agreement. "An extension of INRA is unacceptable, at least not without a prior commitment from consumer countries to renegotiate," said Mr Sucharit.

At present most of the world's natural rubber industry is overseen by the International Natural Rubber Organisation (INRO), which groups both producers and consumers. The INRO buffer stock manager has stockpiled more than 180,000 tonnes of natural rubber over the past three years in an attempt to stabilise prices.

At the end of the month INRO is due to decide whether to cut its buffer stock reference price because of low prices.

WORLD COMMODITIES PRICES

MARKET REPORT

The GOLD price moved higher in early trading at the London bullion market yesterday in a somewhat confused response to news of heavy sales from Dutch reserves. But after being fixed at \$28.20 a troy ounce in the morning the price headed back towards recent the seven-year low as central bank lending "pushed the market back into perspective", in the words of one trader. It was fixed in the afternoon at \$27.85 an ounce and closed at \$27.65, up 10 cents on the day. In an otherwise quiet day at the London Metal Exchange ZINC prices moved

up quite sharply in relatively light trading. As traders covered earlier short sales the three months price moved up to a five-week high of \$1,101 a tonne, but by the close it was a back to \$1,195.75, up \$21 on the day, and it lost more ground in after-hours trading. The slide in NICKEL prices continued as investment fund selling pushed the three months price down another \$117.50 to \$55,905 a tonne. At the London Futures and Options Exchange COCOA prices continued to edge higher amid chart-inspired buying.

Compiled from Reuters

London Markets

IMPO IMPORTS	
Crude oil (per barrel FOB/Jan)	+ 0.1
Dubai	\$18.05-5.10
Brent Blend (dated)	\$18.97-0.00
Brent Blend (Mar)	\$17.30-7.35
WTI (11 pm est)	\$18.50-8.00
Oil products	
NWE prompt delivery per tonne CIF	+ 0.1
Proton Gasoline	\$183-185
Gas Oil	\$169-170
Heavy Fuel Oil	\$171-73
Naphtha	\$177-179
Petroleum Argus Estimates	
Other	
Gold (per troy oz)	\$27.65 +0.1
Silver (per troy oz)	\$38.55 +1
Platinum (per troy oz)	\$258.75 +2.5
Palladium (per troy oz)	\$110
Copper (US Producer)	\$110.00
Lead (US Producer)	\$43.00
Tin (Kuala Lumpur market)	\$4,817
Tin (New York)	\$279.50
Zinc (US Prime Western)	\$2.00
Cattle (live weight)	\$118.75
Sheep (live weight)	\$88.00
Pigs (live weight)	\$73.75
London daily sugar (raw)	\$213.2
London daily sugar (white)	\$254.0
Tate and Lyle export price	\$247.0
Barley (English head)	\$134.25
Maize (US No. 3 yellow)	\$181.0
Wheat (US Dark Northern)	Unq
Rubber (Feb)	\$4.25
Rubber (Mar)	\$4.35
Rubber (KL RSS No 1 Jan)	\$4.25
Cocoa oil (Philippines)	\$457.5
Palm Oil (Malaysia)	\$410.0
Copra (Philippines)	\$282.5
Soyabean (US)	\$173.5
Cotton "A" (India)	\$7.05
Woolfloss (60% Super)	\$80.0

SUGAR - London FOC (\$ per tonne)			
Raw	Close	Previous	High/Low
Raw	\$191.80	\$190.00	\$188.20
White			
Close	Previous	High/Low	
Mar	\$253.80	\$251.50	\$249.00 \$252.00
May	\$264.00	\$262.40	\$260.00 \$262.00
Aug	\$268.50	\$267.50	\$265.50 \$267.50
Oct	\$269.50	\$268.00	\$266.00 \$268.00
Turnover: Raw 7 (29) lots of 50 tonnes.			
White 104 (658) parcels (PFF per tonne):			
ICE 100 (24) lots of 100 tonnes			

CRUDE OIL - IPE (\$/barrel)			
Close	Previous	High/Low	
Feb	\$17.19	\$17.08	\$17.00 \$17.28
Mar	\$17.38	\$17.20	\$17.10 \$17.16
Apr	\$17.48	\$17.38	\$17.14 \$17.31
May	\$17.50	\$17.53	\$17.24 \$17.48
Jun	\$17.72	\$17.57	\$17.70 \$17.58
Jul	\$17.82	\$17.68	\$17.90 \$17.68
IPE Index	\$17.11	\$17.27	
Turnover: 34,200 (82,000)			

RUBBER - London FOC (\$/tonne)			
Close	Previous	High/Low	
Feb	\$18.50	\$18.50	\$18.50 \$18.50
Mar	\$18.40	\$18.50	\$18.50 \$18.50
Apr	\$18.75	\$18.75	\$18.50 \$18.75
May	\$18.80	\$18.50	\$18.50 \$18.75
Jun	\$18.90	\$18.25	\$18.50 \$18.75
Jul	\$18.70	\$18.00	\$18.50 \$18.75
IPE Index	\$17.11	\$17.27	
Turnover: 10,949 (16,811) lots of 100 tonnes			

FRUIT & VEGETABLES

Kiwifruit at 15-200 each (15-200) is a good fruit buy along with white-fleshed grapefruit at 50-55p each (22-25p) reports the FVIB.

Apple varieties remain plentiful with English Cox priced at 35-45p a lb (25-35p) and

English Bramley cooking apples at 25-35p a lb (25-35p). Brussels sprouts at 25-30p a lb (20-40p), carrots at 15-20p a lb (15-20p) and

broccoli at 50-60p per box (20-30p) are all good vegetable buys. Large heads of celery at 55-65p a head (55-65p), tomatoes at 20-25p a lb (20-25p) and round leeks at 25-30p a head (25-40p) are star salad buys.

Turnover: 28 (4) lots of 3,250 kg

COCOA - London FOC (\$/tonne)			
Close	Previous	High/Low	
Mar	\$1,114	\$1,108	\$1,102 \$1,120
May	\$1,128	\$1,122	\$1,116 \$1,134
Jul	\$1,142	\$1,136	\$1,124 \$1,148
Sep	\$1,156	\$1,150	\$1,138 \$1,164
Nov	\$1,170	\$1,164	\$1,152 \$1,176
Dec	\$1,184	\$1,178	\$1,170 \$1,190
Turnover: 4,998 (17,730) lots of 10 tonnes			
ICE 100 (24) lots of 100 tonnes			
Daily price for Jan 13 755.25 (752.50) 10 day average for Jan 12 743.70 (740.68)			

COFFEE - London FOC (\$/tonne)			
Close	Previous	High/Low	
Jan	\$104	\$105	\$101 \$105
Mar	\$94	\$97	\$91 \$97
May	\$98	\$97	\$91 \$94
Jul	\$98	\$98	\$93 \$95
Sep	\$98	\$97	\$91 \$97
Nov	\$97	\$97	\$91 \$97
Dec	\$97	\$97	\$91 \$97
Turnover: 4,998 (17,730) lots of 10 tonnes			
ICE 100 (24) lots of 100 tonnes			
Daily price for Jan 13 755.25 (752.50) 10 day average for Jan 12 743.70 (740.68)			

POTATOES - London FOC (\$/tonne)			
Close	Previous	High/Low	
Mar	\$2.0	\$1.5	\$2.5 \$1.5
Apr	\$2.0	\$1.5	\$2.5 \$1.5
Turnover: 11 (37) lots of 20 tonnes			

SOYABEAN - London FOC (\$/tonne)			
Close	Previous	High/Low	
Mar	\$150.00		
Turnover: 0 (20) lots of 20 tonnes			

GRAIN - London FOC				E/ton
Wheat	Close	Previous	High/Low	
Mar	137.30	136.50	137.30 136.75	
May	139.30	138.90	139.30 138.00	
Jun	139.85	-	139.85	
Barley	Close	Previous	High/Low	
Jan	131.00	130.50	131.00 130.85	
Mar	132.75	132.50	132.75 132.50	
Turnover: Wheat 217 (121), Barley 53 (57)				
Turnover lots of 100 Tonnes				

FT-SE Actuaries Share Indices THE UK SERIES

Others, however, continued to take the view that the authorities could be planning to keep rates at current levels until the UK Budget on March 16, when a reduction could be used to alleviate criticism of what may well be a tough Budget.

	Day's change				Year ago	Earnings yield	Dividend yield	P/E Ratio	X4 yr. avg.	
	Jan 14	Jan 13	Jan 12	Jan 11						
FT-10E 1250	27592	+0.5	27453	27579	27734	25416	6.73	4.40	16.70	2.2
FT-10E 1000 2500	28881	+0.4	28763	28781	28889	24237	6.88	4.48	18.64	2.1
FT-10E 800 2000	13573	+0.5	13507	13559	13630	12262	6.76	4.42	18.57	2.1
FT-10E 600 1500	14137	+0.3	14066	14138	14135	-	-	4.50	-	-
FT-10E 400 1000 on the Fly	14782	+0.3	14163	14195	14234	-	6.54	4.79	21.54	0.0
FT-10E All-Share	130758	+0.5	133118	130817	132030	121150	-	4.42	-	-

01 CAPITAL GROUPS(11)	878.99	+0.0	869.89	870.92	881.03	772.78	8.45	4.91	20.30	1
02 Railway Group(10)	862.38	+0.87	867.25	862.69	868.67	922.03	5.72	6.04	24.91	0
03 Communications Companies(10)	731.46	+0.3	729.30	725.73	734.45	851.96	3.51	6.85	88.40	0
04 Financial(14)	2554.02	+0.8	2633.88	2542.52	2537.79	2482.12	6.34	5.68	27.02	0
05 Pharmaceuticals(5)	2344.44	+0.8	2385.22	2317.00	2339.47	1700.08	7.77	3.69	106.7	13
06 Engineering/Technology(7)	300.95	+2.22	294.58	298.15	307.30	340.97	11.76	7.79	18.63	0
07 Software/Services(3)	520.16	+0.8	519.15	519.65	520.16	519.65	2.75	4.55	16.67	0
08 Media & Mass Fcnsg(11)	322.37	+1.6	327.71	324.75	326.80	326.31	5.25	3.98	27.73	0
09 Metals(18)	398.82	+0.3	399.81	385.15	385.83	297.05	5.05	5.90	29.71	0
10 Other Industrials(16)	1974.04	+0.1	1952.27	1968.99	1996.84	1595.48	6.29	4.29	18.35	2
21 CONSUMER GROUP(22)	7702.69	+0.2	7699.43	7706.05	7719.86	7629.92	6.95	3.25	15.2	0
22 Brewers and Distillers(8)	1948.23	+0.1	1946.35	1966.20	1994.12	2040.78	8.58	3.90	14.11	0
23 Food Manufacturers(22)	1267.51	+0.3	1232.45	1232.47	1332.13	1278.85	7.95	3.60	15.77	0
24 Retailers(10)	2345.67	+0.1	2345.67	2345.67	2345.67	2345.67	5.15	3.15	20.35	0
27 Housg & Home(10)	401.18	-0.4	402.55	402.55	402.55	446.76	5.68	2.87	20.99	0
29 Hotels and Lodging(20)	1292.14	+0.3	1288.90	1285.24	1306.62	1235.66	6.48	5.34	20.41	0
30 Media(13)	1829.24	+0.7	1815.58	1823.51	1822.44	1453.71	5.74	4.84	22.90	0
31 Packaging and Paper(20)	790.31	+0.8	785.64	785.95	789.65	769.18	6.44	2.10	18.32	0
32 Textiles(10)	1125.94	+0.5	1125.94	1125.94	1125.94	987.50	5.15	3.15	20.35	0
36 Telecom(20)	753.03	+0.7	750.61	756.54	756.15	803.38	6.66	4.22	19.33	0
40 OTHER GROUP(14)	453.76	+0.7	425.23	428.92	428.92	421.43	8.52	4.84	14.44	1.3
41 Business Services(27)	1552.82	+0.8	1546.56	1552.82	1551.45	1451.74	5.75	3.21	21.46	0
42 Chemicals(24)	1438.70	+1.3	1420.38	1432.10	1432.10	1448.53	5.87	5.09	17.88	0
43 Engineering(11)	1416.12	+0.1	1401.56	1403.77	1358.91	1348.63	7.85	7.86	15.19	0
44 Insurance(12)	174.82	+1.7	169.55	169.55	169.55	169.55	5.15	3.15	20.35	0
45 Electronics(16)	1584.41	+0.4	1567.73	1557.06	1556.99	1161.28	13.68	8.90	4.0	3.3
46 Telephone Networks(4)	1630.58	+0.4	1624.69	1647.26	1646.21	1290.90	8.17	8.20	15.91	1.1
47 Water(13)	3271.27	+0.4	3256.96	3247.57	3257.57	3246.69	13.87	8.42	7.95	11
48 Miscellaneous(30)	947.57	+0.6	941.71	945.82	945.93	1877.08	5.80	4.15	21.34	0
49 INDUSTRIAL GROUP(30)	1414.93	+0.5	1405.74	1411.73	1426.97	1291.73	7.35	4.18	19.96	0
50 Chemicals(16)	219.78	-0.6	219.78	219.78	219.78	219.78	5.15	3.15	20.35	0
59 "BIB" SHARE Mktg(14)	1483.30	+0.4	1477.85	1482.49	1481.42	1363.08	7.24	3.37	17.91	1
61 FINANCIAL GROUP(8)	878.89	+1.2	866.78	875.35	876.71	732.27	-	5.00	-	0.6
62 Bank(9)	1933.90	+0.7	1918.93	1911.14	1910.27	877.24	5.01	4.63	30.17	0
63 Insurance - Life(16)	1743.52	+1.1	1724.99	1745.97	1745.97	1745.97	-	5.21	-	0.2
64 Insurance - Comp(107)	678.92	+0.4	621.47	631.01	635.28	508.18	-	4.81	-	0.2
65 Insurance - Health(10)	726.09	-	778.81	782.98	798.00	720.00	7.81	8.87	17.22	0
66 Merchant Banks(10)	935.38	+0.8	916.13	905.78	905.48	454.24	7.87	4.98	14.78	0
67 Other Financial(10)	640.89	-0.1	640.89	640.89	640.89	777.55	5.15	3.15	20.35	0
70 Other Financial(33)	303.13	+0.8	297.85	300.70	304.40	235.65	8.22	5.85	14.26	0
71 Investment Trusts(107)	322.94	+0.1	321.48	322.68	321.31	1193.91	-	3.18	-	1.9
99 PTA-ALL-SMALL(9)	3207.38	+0.1	3201.38	3206.17	3242.90	321.58	-	4.42	-	0.6

Hourly movements											
	07:00	8:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	High/Low	Low/High
71-92 100	2761.8	2780.7	2766.8	2759.8	2758.6	2768.2	2770.1	2768.9	2760.1	2771.3	2751.8
71-92 100 250	2870.7	2882.0	2884.7	2883.0	2884.0	2886.3	2887.3	2890.4	2885.8	2890.9	2884.7
71-92-4 300	1253.5	1357.2	1358.9	1296.7	1306.5	1308.8	1291.3	1290.5	1257.5	1362.2	1253.1

FT-SE Acthuries 350 Industry Baskets											Previous	
Industry	Open	9.50	10.00	11.00	12.00	13.00	14.00	15.00	16.00	Close	date	change
Agrochemicals	1448.0	1448.0	1444.0	1450.0	1460.0	1491.0	1430.0	1440.0	1450.0	1460.0	1444.3	+1.3
Automotive	1216.0	1207.0	1201.0	1219.0	1235.0	1260.0	1291.0	1281.0	1290.0	1302.0	1214.3	+1.0
Chemicals	1348.0	1350.0	1347.0	1348.0	1349.0	1350.0	1355.0	1365.0	1352.0	1352.0	1348.1	+0.1
Electronics	1468.0	1458.0	1460.0	1462.0	1454.0	1460.0	1465.0	1464.0	1461.0	1462.0	1458.0	+2.0

Additional information on the FT-Actuaries Share Indices is published in *Shareday* handbooks. Lists of constituents are available from the Financial Times Limited, One Southview Bridge, London, SE1 8SE. The FT-Actuaries Share Indices (except, of course, the value of the FT-Actuaries 100 Index) are available on request from the FT-Actuaries Share Indices Service, which covers a range of electricity and paper-based products relating to interest rates. It is available from FINSTAT at the same address.

The increase in the size of the FT-Actuaries All-Share Index from January 1983 means that the FT 300 now contains more stocks, it has been increased to the FT 600.

The FT-Actuaries 100, the FT-Actuaries Mid 200 and the FT-Actuaries 300 Indices are compiled by the London Stock Exchange and the FT-Actuaries All-Share Index is compiled by The Financial Times Limited, both in conjunction with the Institute of Actuaries and the Faculty of Actuaries in Scotland. The FT-Actuaries 100 Index is compiled by the London Stock Exchange and the FT-Actuaries Mid 200 and 300 Indices are compiled by the Institute of Actuaries and the Faculty of Actuaries in Scotland. The FT-Actuaries All-Share Index is compiled by The Financial Times Limited. All rights reserved. "FT-600" and "Footsie" are joint trade names and service marks of the London Stock Exchange and The Financial Times Limited.

The FT-Actuaries Share Indices are audited by the WCM Company.

6.8m. A squeeze in Johnson Group caused the shares to jump 3 1/2 to 73 1/2. In motors, profit-taking at GKN left the shares 7 lighter at 45p, but yield buyers were seen in T and N where the shares gained 5 to 173p. Bid speculation returned to Gestetner sending the shares climbing 10 to 152p. There was renewed strong support for Trealt, the USM-quoted aromatic oils manufacturer which announced an 8 ppc jump in preliminary profits earlier this week with the shares closing a further 10 higher at 128p.

10 Apr 1985	169722	1081	7
11 Apr 1985	17141	1167	8
Trans 12 Apr 1985	1141	1167	8
1 Apr 1986	177131	1739	10
Wpc 1982-1987	180,5	109	9
15 Apr 1986	127	125	11
Trans 13 Apr 1986	118	118	10
Conversion 10 Apr 1986	108	108	10
Trans 12 Apr 1987	119121	1212	10
10 Apr 1987	111	112	10
Trans 8 Apr 1987	1085	1077	10
8 Apr 87	1089	1089	10
Five to Fifteen Years			
8 Apr 1987	12934	131	11
9 Apr 1988	10691	111	10

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8.38	7.19	8pc 2012 A	16832	16232	8473	8.70
8.38	7.19	Thurs 20-Sept-1982	7012	7012	3506	8.70
8.38	7.19	Fri 21-Sept-1982	7012	7012	3506	8.70
8.38	7.19	Sat 22-Sept-1982	7012	7012	3506	8.70
8.38	7.19	Sun 23-Sept-1982	7012	7012	3506	8.70
8.38	7.19	Mon 24-Sept-1982	7012	7012	3506	8.70
8.38	7.19	Tues 25-Sept-1982	7012	7012	3506	8.70
8.38	7.19	Wed 26-Sept-1982	7012	7012	3506	8.70
8.38	7.19	Thurs 27-Sept-1982	7012	7012	3506	8.70
8.38	7.19	Fri 28-Sept-1982	7012	7012	3506	8.70
8.38	7.19	Sat 29-Sept-1982	7012	7012	3506	8.70
8.38	7.19	Sun 30-Sept-1982	7012	7012	3506	8.70
8.38	7.19	Mon 1-Oct-1982	7012	7012	3506	8.70
8.38	7.19	Tues 2-Oct-1982	7012	7012	3506	8.70
8.38	7.19	Wed 3-Oct-1982	7012	7012	3506	8.70
8.38	7.19	Thurs 4-Oct-1982	7012	7012	3506	8.70
8.38	7.19	Fri 5-Oct-1982	7012	7012	3506	8.70
8.38	7.19	Sat 6-Oct-1982	7012	7012	3506	8.70
8.38	7.19	Sun 7-Oct-1982	7012	7012	3506	8.70
8.38	7.19	Mon 8-Oct-1982	7012	7012	3506	8.70
8.38	7.19	Tues 9-Oct-1982	7012	7012	3506	8.70
8.38	7.19	Wed 10-Oct-1982	7012	7012	3506	8.70
8.38	7.19	Thurs 11-Oct-1982	7012	7012	3506	8.70
8.38	7.19	Fri 12-Oct-1982	7012	7012	3506	8.70
8.38	7.19	Sat 13-Oct-1982	7012	7012	3506	8.70
8.38	7.19	Sun 14-Oct-1982	7012	7012	3506	8.70
8.38	7.19	Mon 15-Oct-1982	7012	7012	3506	8.70
8.38	7.19	Tues 16-Oct-1982	7012	7012	3506	8.70
8.38	7.19	Wed 17-Oct-1982	7012	7012	3506	8.70
8.38	7.19	Thurs 18-Oct-1982	7012	7012	3506	8.70
8.38	7.19	Fri 19-Oct-1982	7012	7012	3506	8.70
8.38	7.19	Sat 20-Oct-1982	7012	7012	3506	8.70
8.38	7.19	Sun 21-Oct-1982	7012	7012	3506	8.70
8.38	7.19	Mon 22-Oct-1982	7012	7012	3506	8.70
8.38	7.19	Tues 23-Oct-1982	7012	7012	3506	8.70
8.38	7.19	Wed 24-Oct-1982	7012	7012	3506	8.70
8.38	7.19	Thurs 25-Oct-1982	7012	7012	3506	8.70
8.38	7.19	Fri 26-Oct-1982	7012	7012	3506	8.70
8.38	7.19	Sat 27-Oct-1982	7012	7012	3506	8.70
8.38	7.19	Sun 28-Oct-1982	7012	7012	3506	8.70
8.38	7.19	Mon 29-Oct-1982	7012	7012	3506	8.70
8.38	7.19	Tues 30-Oct-1982	7012	7012	3506	8.70
8.38	7.19	Wed 31-Oct-1982	7012	7012	3506	8.70
8.38	7.19	Thurs 1-Nov-1982	7012	7012	3506	8.70
8.38	7.19	Fri 2-Nov-1982	7012	7012	3506	8.70
8.38	7.19	Sat 3-Nov-1982	7012	7012	3506	8.70
8.38	7.19	Sun 4-Nov-1982	7012	7012	3506	8.70
8.38	7.19	Mon 5-Nov-1982	7012	7012	3506	8.70
8.38	7.19	Tues 6-Nov-1982	7012	7012	3506	8.70
8.38</						

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October 16th.

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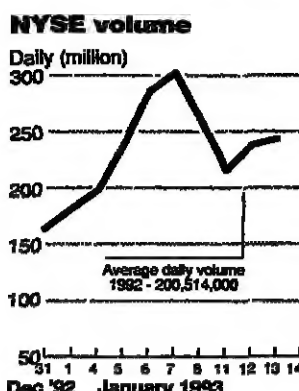
AMERICA

Growth stock focus eases Dow's decline

Wall Street

BLUE CHIPS once again lagged behind the broader market as demand for technology and small-cap growth stocks helped to offset earnings disappointments elsewhere, writes Patrick Hattersley in New York.

At 4 pm, the Dow Jones Industrial Average was down 6.75 at 2,256.81. The more broadly based Standard & Poor's 500 was up 0.41 at 433.44, while the Amex composite was up 1.57 at 400.13. The Nasdaq composite, up 5.62 at 682.40, was in record territory once again. Trading volume on the NYSE was 137m shares by 1 pm.



News of a \$2,000 rise in weekly jobless claims surprised the market, because the drop reversed the recent trend for improving job market conditions. This was offset by better news on retail sales, which rose 1.2 per cent in December.

There was also good news on inflation, with the labor department announcing that producer prices advanced just 0.2 per cent last month.

With many investors still apprehensive about the immediate outlook for stock prices and willing to wait until the quarterly reporting season is over, leading issues remained

locked in a narrow range.

Leading indices were pulled in different directions by a big loss in JP Morgan on disappointing figures and a solid rise in some big technology issues which reported stronger than expected earnings.

JP Morgan dropped \$3 to \$61 1/4 in volume of 1.3m shares

profits reached \$181m, up from \$126m a year earlier.

Digital Equipment was also in favour, soaring \$6 1/4 to \$41 in volume of 3.2m shares on the news that the computer group's fiscal second quarter losses narrowed to \$73.8m, down from a figure of \$155.2m a year ago.

The good news from the sector lifted other technology stocks, with IBM rising \$1 1/4 to \$49 1/4, Compaq putting on \$1 1/4 at \$52 1/4 and Hewlett-Packard adding \$1 1/4 at \$72 1/4.

Coca-Cola jumped \$1 1/4 to \$43 on reports that international unit sales volume in December was 11 per cent higher than the year before, a big improvement on previous estimates of overseas sales growth.

Canada

TORONTO stocks were steady but slightly off morning highs in active midday trading as the market absorbed a state of corporate news.

The TSE 300 index edged up 1.1 to 3,324.44 in volume of 23.5m shares valued at C\$183.7m. Advances outstripped declines by 23 to 185, with 285 issues unchanged.

Molson A shares rose C\$1 to C\$29 1/4 on news that Philip Morris Inc. Miller Brewing Co. will buy 20 per cent of Molson Breweries for US\$273m.

after reporting that profits rose 11 per cent in the fourth quarter to \$238m, or \$1.48 a share. Although the net income figure was slightly higher than forecasts, analysts were disappointed with JP Morgan's operating earnings.

Motorola jumped \$8 to \$120 1/4 as investors reacted positively to the news that fourth quarter

stocks expected to benefit from growing indications that an economic recovery is under way in the US. In particular, computer and electronics-related sectors drew some buying interest. TDK put on Y10 at Y3,500, Mitsubishi Electric Y2 to Y4,72 and Matsushita Electric Industrial added Y10 at Y1,100, but NEC finished Y6 off at Y636.

Producers of intercom were hit by high volume selling for a second day on news that the Health Ministry wants to limit the drug's prescription for hepatitis C patients. Sumitomo Chemical fell Y13 to Y418, after losing Y34 the day before, while its specialist trading affiliate Inabata dipped Y10 to Y1,050. Toray Industries dropped a further Y14 to Y615.

NTT, the telecommunications group, weakened for the eighth consecutive day, closing Y4,000 cheaper at Y528,000 after low volume.

In Osaka the OSE index declined 113.58 to 18,051.76, with 71.4m shares traded.

Roundup

SHRUGGING OFF events in the Middle East, most of the Pacific Rim region's markets improved yesterday.

HONG KONG retained its impetus from overseas institutional investors, attracted by the colony's still-booming economy and low price/earnings ratios and less nervous over its political outlook than the locals. The Hang Seng index closed 111.42 higher at 5,890.16 for a four-day gain of 6.5 per cent.

Among the most active issues, HSBC finished 50 cents ahead at HK\$60.50, Hang Seng Bank 50 cents up at HK\$65.50 and Hutchison Whampoa 30

cents higher at HK\$16.50.

SINGAPORE rebounded as investors bought index-linked stocks, the Straits Times Industrial index rising 25.36 to 1,558.40 in volume of 84.48m shares, against 94.88m on Wednesday.

Malaysian motor shares were in focus after news that the government had eased financing rules for vehicle purchases.

KUALA LUMPUR matched Singapore's interest in its own motor stocks, Tan Chong, UMW Holdings, Oriental Holdings and Cycle & Carriage Binsong firms between 37 and 60 cents each as the composite index appreciated 5.33 to 619.81.

TAIWAN was encouraged by expectations that parliament would pass legislation today or tomorrow reducing the stock transaction tax. The weighted index advanced 69.63, or 2.2 per cent, to 3,297.56 in turnover of T\$1.58bn.

BOMBAY looked ahead to the February 28 national budget, rather than back at three days of riots, and the BSE index rose 39.11 to 2,458.67.

AUSTRALIA featured Westpac following the resignations of Mr Kerry Packer and another director over a dispute about the bank's restructuring plans. The stock fell 18 cents to A\$2.91 in high volume of 11.3m shares. The All Ordinaries index ended 12.4 higher at 1,507.4, helped by a fall in the December unemployment rate.

SOUTH AFRICA

OVERSEAS interest in De Beers, up R2.25 at R68.25, lifted Johannesburg and the overall index closed 15 higher at 3,417. Industrials rose 10 to 4,550, but the gold index declined 6 to 791 as bullion prices weakened.

FT-ACTUARIES SHARE INDICES

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co. and NatWest Securities Limited in conjunction with the Institute of Actuaries and the Faculty of Actuaries									
NATIONAL AND REGIONAL MARKETS									
WEDNESDAY JANUARY 13 1993									
Figures in parentheses show number of lines of stock	US Dollar Index	Day's Change	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	Local % chg on day	Gross Yield	Year ago
Australia (68)	117.39	-1.5	113.05	93.50	116.09	116.09	-1.1	4.19	119.14
Austria (18)	132.11	-0.1	127.22	105.22	112.13	111.74	-0.4	2.19	132.11
Belgium (42)	122.07	+0.2	129.07	106.74	113.75	111.05	+0.2	5.15	133.82
Canada (113)	112.57	-0.6	108.40	89.85	104.50	-0.4	3.23	113.26	109.04
Denmark (33)	180.05	+0.4	183.02	151.37	181.30	182.97	+0.3	1.88	189.37
Finland (28)	99.11	-1.5	86.55	55.05	58.86	70.93	-1.1	1.78	70.14
France (99)	142.72	-0.6	137.45	113.87	121.12	123.69	-0.7	3.64	143.55
Germany (62)	101.59	-0.9	97.83	80.92	86.22	86.22	-0.8	2.64	102.48
Hong Kong (65)	231.48	+1.8	222.93	194.37	198.48	225.95	+1.8	3.90	227.35
Ireland (16)	140.80	-1.4	135.40	111.98	119.33	122.18	-0.5	4.34	142.94
Italy (76)	55.37	-1.1	53.32	44.10	46.99	62.42	+1.8	3.33	54.76
Japan (472)	101.08	-1.4	97.34	80.50	88.80	80.50	-1.4	1.04	102.55
Malaysia (86)	251.86	-0.5	242.36	200.43	213.59	251.81	-0.4	2.94	253.02
Mexico (18)	186.14	-0.7	180.23	132.54	141.22	155.65	-0.8	1.06	187.54
Netherlands (25)	150.39	-0.4	144.83	119.78	127.64	125.99	-0.4	4.82	150.98
New Zealand (13)	41.44	-0.6	39.90	33.00	35.17	42.80	-0.8	5.12	41.68
Norway (22)	143.08	-1.5	137.80	113.97	121.45	138.08	-1.8	1.78	145.25
Singapore (36)	207.04	-1.0	199.39	184.90	175.72	198.29	-0.9	2.08	209.23
South Africa (60)	155.96	-0.4	150.19	124.21	132.36	164.90	-0.4	3.09	156.64
Spain (47)	118.79	-0.5	114.40	94.62	100.82	104.28	+0.4	5.82	118.25
Sweden (36)	159.38	-0.3	152.12	126.15	134.42	174.56	-0.5	2.46	158.90
Switzerland (56)	110.40	+0.4	106.32	87.94	93.72	102.12	+0.2	2.10	109.93
United Kingdom (226)	169.86	-0.5	163.67	133.35	144.22	153.87	-0.4	4.52	170.73
USA (522)	117.05	+0.1	110.81	141.02	126.08	177.05	+0.5	2.89	116.19
Europe (781)	133.92	-0.3	128.97	106.67	113.57	122.90	-0.3	3.94	134.37
Nordic (114)	145.28	-0.3	139.91	115.71	123.31	141.08	-0.4	2.17	146.78
Pacific Basin (715)	105.83	-1.2	102.02	84.37	89.91	85.10	-0.7	1.40	107.26
Asia-Pacific (1498)	117.26	-0.8	112.93	93.35	99.32	100.78	-0.5	1.16	113.23
North America (1539)	113.08	+0.4	108.69	87.35	94.81	112.14	+0.5	1.16	113.23
Europe Ex UK (555)	112.51	-0.2	108.35	89.83	95.51	100.63	-0.3	3.33	112.77
Pacific Ex Japan (243)	153.57	+0.7	147.89	122.33	130.35	143.30	+0.2	3.71	153.57
World Ex US (1687)	115.51	-0.8	114.13	94.40	100.59	102.93	-0.5	2.55	119.47
World Ex UK (1983)	134.22	-0.2	129.28	106.91	113.93	121.97	-0.1	2.48	134.22
World Ex So. Af. (2148)	137.29	-0.2	132.22	108.36	116.54	125.29	-0.1	2.89	137.29
World Ex Japan (1737)	157.71	+0.1	151.89	125.87	133.67	152.03	+0.2	3.24	157.47
The World Index (2209)	137.32	-0.2	132.24	109.37	116.55	125.65	-0.1	2.89	137.32

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Latest prices were unavailable for this edition.

EUROPE

Frankfurt cheered by Siemens results

BURSES were mostly stronger yesterday, writes Our Markets Staff.

FRANKFURT brightened on unexpectedly strong results from Siemens, which posted higher 1992 profits and a 2 per cent gain in net for the first three months of the current year, against expectations of a 5 to 10 per cent decline. The stock rose DM5.80 to DM578.90, enhanced by short-covering.

The DAX index added 7.24 to 1,523.74 as German market turnover fell from DM4.3bn to DM3.7bn.

Volkswagen, which had hit DM254.40 in late trading on Wednesday, recovered to close at DM259.40, 90 pf higher on the official session. Mr Michael Geiger of NatWest Securities said that spending cuts announced on Wednesday were not deep enough and would not produce the savings required to make the shares attractive at this level.

The specialty retailer, Douglas, rose DM15 to DM426 on a 7 per cent gain in group turnover for 1992. Allianz showed little reaction to car insurance

losses, the result of car thefts, gaining DM8 at DM1,956.

PARIS rallied on hopes of lower interest rates, and the CAC-40 index ended 21.01 higher at 1,803.54 in turnover of FF2.6bn.

Interest rate-sensitive stocks were in the limelight as Euro-tunnel jumped FF2.10 to 6.9 per cent to FF32.70 in heavy volume of 3.9m shares. Paribas put on FF16.90 or 4.8 per cent to FF371.90 and Suez added FF12 to FF225.

Rhone-Poulenc Cils fell FF15 or 2.2 per cent to FF511 as investors were disappointed to read in a French newspaper that the company expected its 1992 operating profit increase

to be a little less than its previous forecast of 10 per cent.

AMSTERDAM was lifted by technical trading ahead of today's expiry of futures options and the CBS Tendency index rose 1.0 to 97.40.

Nedlloyd gained 80 cents to FF17.30 on reports that the company's pension fund had increased its holding to over 9 per cent through the purchase of Mr Torstein Hagen's 5 per cent stake.

KLM rose 90 cents to FF25.50 on news that it was to cooperate with JAL, the Japanese airline, on routes out of Amsterdam to Madrid and Zurich.

DAF put on 20 cents to FF3.80 after its UK truck unit

FT-SE Actuaries Share Indices

THE EUROPEAN SERIES									
January 14									
Hourly changes	Open	10.30	11.00	12.00	13.00	14.00	15.00	Close	
FT-SE Europe 100	1071.73	1072.75	1073.98	1075.01	1075.54	1077.55	1077.34	1076.93	
FT-SE Europe 200	1152.19	1152.39	1153.04	1153.14	1154.82	1156.96	1155.71	1154.08	
Jan 13									
FT-SE Europe 100	1063.02	1071.43	1068.67	1080.25	1081.92				
FT-SE Europe 200	1144.79	1152.94	1155.95	1167.34	1171.90				
Year since 1000 (09/10/90) High/Low: 100 - 1072.95; 200 - 1157.49 Low/Low: 100 - 1071.59; 200 - 1151.75									

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reported improved 1992 sales.

MILAN ended higher ahead of the close of the account today, on continued expectations that the cabinet would approve fiscal incentives for equity investors. The Comit index rose 9.33 to 468.18 in turnover estimated at less than Wednesday's heavy L293.4bn.

However, savings shares came under pressure on fears of a negative announcement regarding the convertibility of savings shares into ordinary shares. Savings shares in Credito Italiano lost L3.66 or 1.1 per cent to L1,903 while Banca Commerciale's savings shares slipped L134 or 3.7 per cent to L3,504.

After the close, Iri said that savings shares in Credito Italiano will not be converted into ordinary stock prior to the bank's privatisation.

MADRID rose on strong foreign interest and the general index put on 3.92 to 223.98 in high turnover of Ptas24.5bn. Electrical utilities showed some of the best gains on hopes of lower interest rates, with Iberdrola Pta8 higher at

Pta718. Tabacalera rose Pta115 to Pta4,315 on reports that it planned to sell a 50 per cent stake in its Royal Brands subsidiary while Telefonos advanced Ptas5 to Pta1,245.

ZURICH transferred its attention from financials to industrials as the SMI index rose 27.6 or 1.3 per cent to 2,104.3. Dealers said that foreign money was mostly attracted to the banking and insurance sectors, and Winterthur rose another SF80 to SF9,020.

TSL AVIV recovered strongly after three days of profit-taking. The blue chip index jumped 4.37 or 2.15 per cent in turnover of Shk177m.

COPENHAGEN closed 2.5 per cent lower on fears that the prime minister, Mr Poul Schluter, might be forced to resign following the release of a damaging judicial report on a refugee scandal. The KFX top-20 index fell 1.92 to 75.17.

STOCKHOLM closed lower despite a drop in money market rates. The Allshareindex General index slipped 7.9 to 922.6 in turnover of SKr866m.

Rosier political climate lifts Latin America

John Pitt reviews the performance of the world's emerging markets last December

Latin America showed strong gains among emerging markets last month. In dollar terms, Argentina rose by 19.5 per cent while Brazil was just behind with 16 per cent, according to data provided by the IFC, part of the World Bank.

Argentina has recovered well since hitting year lows in November. Mr Veronica Berber, at Latin American Securities in London, says economic prospects have greatly improved: "The bulk of the privatisation programme was successfully carried out in 1992, IMF fiscal targets were met and latest real GDP growth estimates are around 9 per cent."

Much of this was due to a political willingness to tackle inflation. The virtual elimination of the budget deficit has already cut the rate to 20 per cent a year, from nearly 300 per cent a month in July 1989.

The stock market was also assisted by the completion of the privatisation of Gas del Estado, and investors are waiting for the sale later this year of a 70 per cent stake in YPF, the state oil group and the country's largest company.

Brazil has also gained from an improved political climate following the resignation of President Fernando Collor de Mello. Although Mr Collor delayed his departure until December 29, just before his impeachment trial on corruption charges was to begin in the senate, the market began its rally about a week before.

This followed a decision by the then-acting president, Mr Itamar Franco, to allow Telebras, the telecommunications group, to increase tariffs by some 6 per cent in real terms over the next six months. This went against his earlier statements that prices would be kept down to fight inflation and make the service more accessible to the lower-paid.

Since then the new government has unveiled its economic blueprint with the aim of lowering interest rates, investing some \$4bn in infrastructure, health and education projects, and increasing the minimum salary.

Indonesia, which lost 7 per cent in dollar terms, was the

IFC EMERGING MARKETS PRICE INDICES

		Dollar terms		Local currency terms	
Market	No. of stocks	Dec 31 1992	% Change over month	Dec 31 1992	% Change over month
Latin America	(29)	330.59	+19.5	51,471,143	+20.1
Argentina	(9)	104.68	+16.0	382,110,509	+42.7
Brazil	(36)	1,729.18	+12.1	5,105.93	+2.9
Chile	(20)	1,093.96	+2.8	7,790.78	+4.1
Colombia	(65)	1,718.99	+4.9	27,700.87	+5.0
Mexico	(17)	386.25	+3.5	4,025.25	+4.6
Venezuela	(1)	285.11	-0.5	271.81	-0.2
East Asia	(30)	1,682.69	-4.2	2,134.02	-3.2
South Korea	(70)	454.40	-6.8	289.71	-7.6
Philippines	(62)	323.66	+2.3	746.51	+4.1
Indonesia*	(33)	53.74	-7.1	61.71	-8.9
Malaysia	(62)	178.90	+4.5	192.91	-1.2
Pakistan	(58)	235.73	-0.2	381.20	-0.5
Thailand	(51)	412.75	+3.8	387.66	+3.7
Euro/Mid East	(32)	275.92	+1.7	483.03	+5.5
Greece	(27)	118.74	+5.5	206.97	+5.2
Jordan	(30)	339.59	-1.4	312.16	+1.5
Portugal†	(23)	33.54	-2.2	377.88	+1